



**SUCCESSFUL VOYAGES, SUSTAINABLE PLANET**

# ANNUAL REPORT 2025



Lingao Lighthouse, China



International Organization  
for Marine Aids to Navigation

# ANNUAL REPORT 2025

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# MESSAGE FROM THE PRESIDENT AND THE SECRETARY-GENERAL

The organization has enjoyed yet another excellent year starting with our first General Assembly, admirably hosted by Singapore. Here we adopted the Singapore Declaration, a key instrument reaffirming IALA's mission to harmonize Marine Aids to Navigation worldwide.

IALA Council 02 was held from 9 to 13 June in Nice alongside the UN Ocean Conference. Updates were given by several members on a variety of topics underway in their services such as: VTS initiatives, environmental innovations, heritage projects, and strategic maritime planning.

The Change of Status transition from Non-Governmental Organization (NGO) to Intergovernmental Organization (IGO) was nearing completion. Council noted continued progress in the ratification process and reviewed the status of the new IALA HQ.

Hosted by the Government of India, with the Director-General of Lighthouses and Lightships, India, Council 03 was held from 8 to 12 December

in Mumbai. This meeting opened with a traditional lamp-lighting ceremony and formal welcome addresses by senior representatives of the Government of India. After our opening remarks keynote addresses highlighted major developments in the maritime and lighthouse sectors.

While in Mumbai Council Members were able to inspect to great satisfaction facilities for the 21st IALA Conference to be held there in 2027.

One of the high points of each year is the annual celebration of World Marine Aids to Navigation Day and 2025 was no exception with the principal event over three days commencing in London where there was a river trip, a reception, conference and dinner followed by a technical visit to Harwich. It was a pleasure that the Master of Trinity House, HRH The Princess Royal, was able to join us for some of the proceedings.

Notably, the day was crucial for the future work of IALA as it stressed the continued importance of visual Aids to Navigation, even in a digital world.



Marcos ALMEIDA  
PRESIDENT



Francis ZACHARIAE  
SECRETARY-GENERAL

Throughout the year a broad range of events took place. There was a technical needs assessment mission to Kenya in August. The following month saw a workshop on International Mobile Telecommunications for Marine Aids to Navigation. Later that month Strengthening Cooperation in Education and Training for Aids to Navigation was provided in conjunction with China MSA. Sustainability of Aids to Navigation provision, hosted by Irish Lights in Dublin, was held in October and in November Strengthening Maritime Cooperation in the Americas was presented in Suriname followed by a Model Course for Marine Aids to Navigation Managers in Kolkata.

We continue to have the most cordial relations across the international maritime community and our delegates attend IMO, IHO, ITU and others. At the same time we have welcomed many visitors to St Germain-en-Laye.

The IALA World-Wide Academy has now functioned for more than twelve years giving valuable service to aids to navigation and kindred organisations around the globe for the benefit of maritime safety and the environment.

Once again we strongly advise all levels of the membership to keep in touch through the IALA website ([www.iala.int](http://www.iala.int)) for it is here that you will find our forecast of events, details of new publications and the quarterly e-Bulletin.

To close it is important in our first full year that we thank the many participants and well-wishers who have made the International Organization for Marine Aids to Navigation such a smooth-running machine that is well-found for the challenging years ahead. No matter what comes at us, we are prepared and resilient.

Let us not forget our mantra:

*“Successful voyages, sustainable planet”*

# 2. ABOUT IALA

## 2.1 Overview

The International Organization for Marine Aids to Navigation—formerly the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA)—is an intergovernmental organization dedicated to enhancing global maritime safety, efficiency, and environmental protection through the harmonization and development of Marine Aids to Navigation. Established in 1957 and officially transformed into an IGO on 22 August 2024, it brings together national authorities, industry, and experts to develop international standards, recommendations, and guidelines that support safe and efficient vessel movement worldwide.



## 2.2 Core Values

### IALA's Core Values are:



#### 1. CREDIBLE

To be credible means being recognized, respected, trustworthy and reliable.

- We provide a worldwide and high-quality service.
- We drive the development of state-of-the-art technologies within Marine Aids to Navigation.
- We engage the world's leading experts to develop our products.



#### 2. DYNAMIC

To be dynamic means actively and continuously striving to improve.

- We respond quickly to the needs of the maritime community.
- We adopt flexible working arrangements to stay agile.
- We encourage and stimulate innovation through awareness of global maritime developments.



#### 3. RESULT-ORIENTED

To be result-oriented means to focus on outcomes rather than processes.

- We set clear objectives and goals with defined timelines.
- We create high-quality technical documents that are practical, usable and easily accessible.
- We produce outcomes that are non-political and non-commercial.



#### 4. CONNECTING

To be connecting means to reach out to individuals and organizations in order to share knowledge and experience and to provide support to achieve common goals.

- We welcome individuals and organizations from around the world.
- We bring together experts and facilitate exchange of knowledge and experience.
- We assist the maritime community in meeting its international obligations.

## 2.3 Membership

The membership categories of the International Organization for Marine Aids to Navigation (IALA) are the following:

**Member State:** a State that has consented to be bound by the Convention and for which the Convention is in force.

**Associate Member:** a territory or group of territories for which a Member State has responsibility for its international relations and for which it has requested membership which has been approved by the General Assembly, and national members of the International Association of Marine Aids to Navigation and Lighthouse Authorities from States that are not Member States, in accordance with paragraph 5 of the Annex of the Convention.



**Affiliate Industrial Member:** a manufacturer or distributor of Marine Aids to Navigation equipment for sale, or an organization providing Marine Aids to Navigation services or technical advice under contract and which has been approved by the Council;

**Affiliate Member:** any other organization or scientific agency concerned with Marine Aids to Navigation which has applied for membership, and which has been approved by the Council.

After the introduction of the Member State category and the successful transfer of the members under their new categories into the IGO, the membership flow was able to resume its normal course in 2025. This flow was punctuated by ratifications resulting in Member States increase and Associate membership decrease.

By December 31st, the organization had 42 Member States which is 6 more than in 2024. These were: Singapore, Japan, Norway, Malaysia, India, The Netherlands, The United Kingdom, Canada, Spain, Panama, France, Romania, Republic of Korea, Saudi Arabia, Denmark, Finland, Cuba, Slovenia, Ireland, Sweden, Albania, Tunisia, Mexico, Oman, Germany, China, Portugal, Bulgaria, Croatia, Egypt, Brazil, Qatar, Belgium, Türkiye, Solomon Islands, and Australia, Chile, Uruguay, Russia, Argentina, Iceland and Italy.

**In 2025, the organization has welcomed 22 new members:**

One Associate member for which the transfer took effect from 1st January 2025, 16 Affiliate Industrial members, and 5 Affiliate members.



**Associate membership was joined by:**

Libyan Ports & Maritime Transport Authority

**The following organizations joined as Affiliate Industrial members :**

Navtec S.A and American Consulting Group S.A in Argentina; Aurora Control Inc. in Canada; Chengdu Dixin Technology Co., Ltd and Whenzou Weixun Technology Co. Ltd in the People’s Republic of China; Sabetoflex and Gatehouse Maritime AS in Denmark; Carlier Chaines SAS in France; Baroda Polyform Private Limited in India; IHI Corporation in Japan; ALLforLAND in the Republic of Korea; Seamax Marine Services in Pakistan, AAC Clyde Space in Sweden and Sea Marine Technology M.S, Hydrography ad Navigation Coordinating Office and Boyas Del Sur in Venezuela.

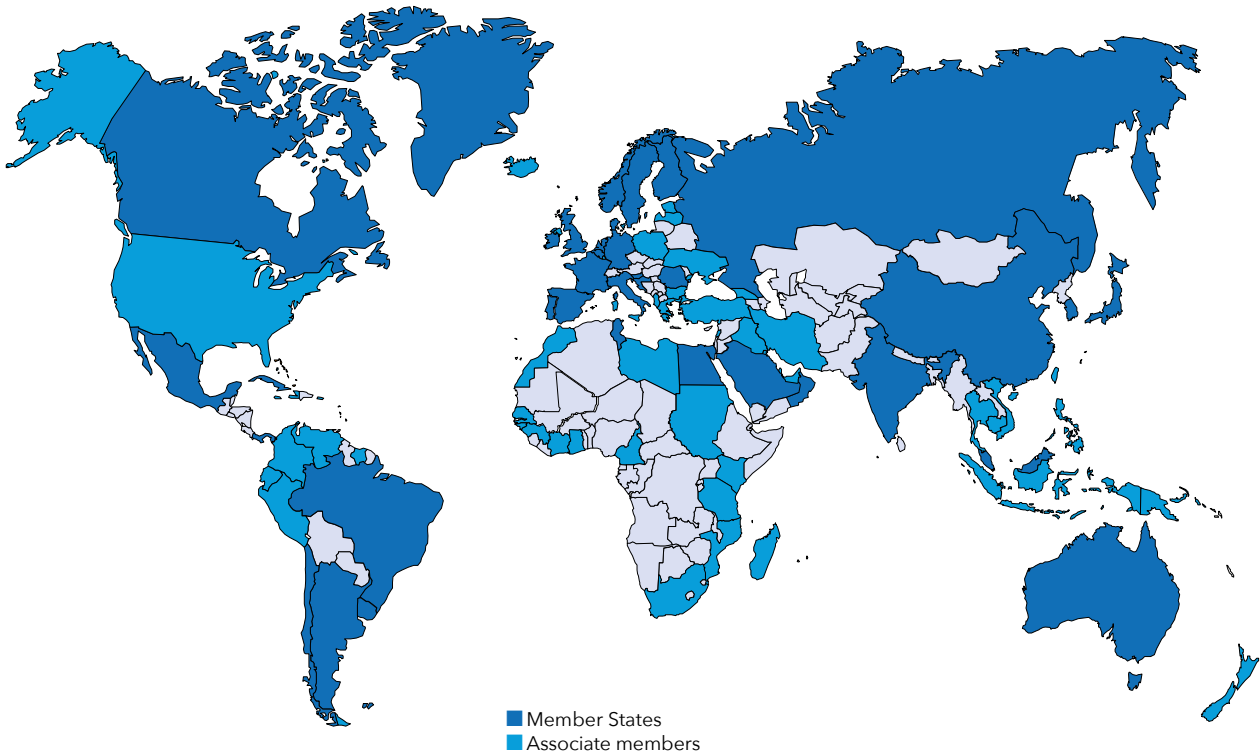
## **IALA has also welcomed the following Affiliate members:**

Dragados y Balizamientos S.A in Argentina; Plovput Split in Croatia further to the ratification by Croatia and as the Member State is now operated by the Ministry; Japan Ship Technology Research Association in Japan; Research Institute of Medium & Small Shipbuilding in the Republic of Korea; Marine Exchange of the San Francisco Bay Region in the United States of America.

It should also be noted that as a result of the ratifications by their States, the two Associate members from the United Kingdom have merged into one Member States, and the two Associate members in Italy represented the Member State. This resulted in the loss of two Associate members in accounting terms in these countries. In Finland and Sweden, two Affiliate members were also integrated into their Member States. Therefore, on 31 December 2025, and after deduction of some terminations for non-payment of contributions and a few resignations also, the Organization counted 42 Member States, 50 Associate members, 175 Affiliate Industrial members and 79 Affiliate members, which consisted of 346 members.

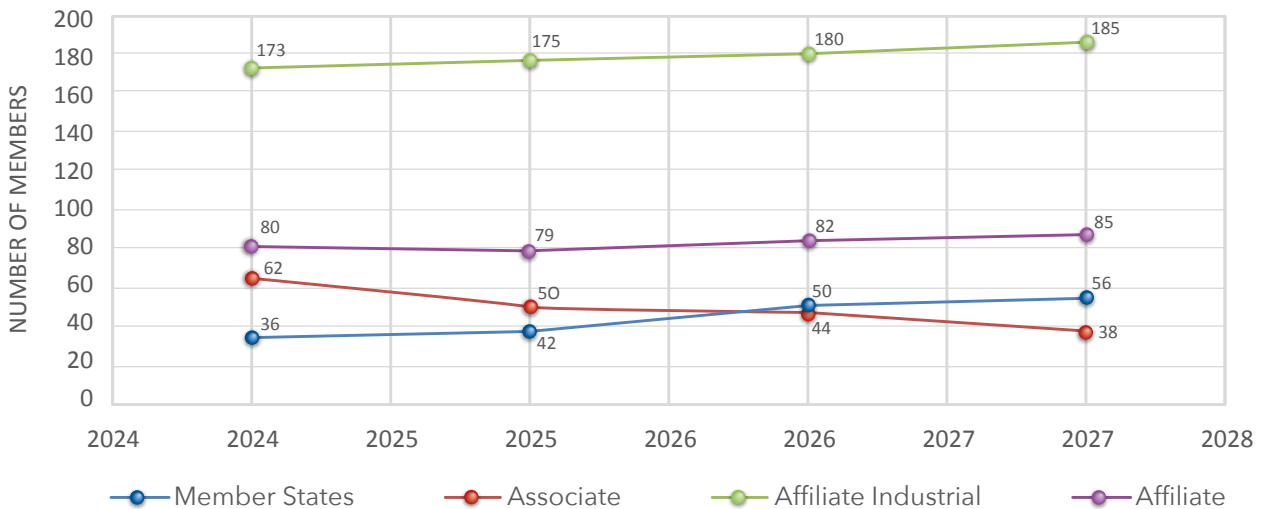


The new visage of IALA on 31st December 2025 is the following:



On 31 December 2025, IALA counts 346 members in the world, from 101 countries and territories

The following figure shows the membership evolution after the introduction of the new categories in 2025 and an estimation for the upcoming two years.



## 2.4 The IALA Team



**FRANCIS ZACHARIAE**  
Secretary-General



**OMAR FRITS ERIKSSON**  
Deputy Secretary-General

### STRATEGY AND TECHNICAL OPERATIONS



**MINSU JEON**  
Technical Operations Director



**THOMAS SOUTHALL**  
Technical Operations Manager



**ALISA NECHYPORUK**  
Technical Officer



**AUDREY GUINAULT**  
Communication Manager



**CHRISTINA SCHNEIDER**  
Document Controller  
and Legal Advisor

## FINANCE AND ADMINISTRATION



**CHRISTINE PHILIP**  
Finance and Administration Director



**LORRAINE MBONG**  
Head of International Relations



**ISABELLE BRACO**  
Office Manager



**VIRGINIE GRONDIN**  
Accounting and  
Administration Assistant



**PETER BUTLER**  
General Service Officer

## WORLD WIDE ACADEMY



**VINCENT DENAMUR**  
Dean



**GERARDINE DELANOYE**  
Capacity Building Manager



**LATIFA OUMOZOUNE**  
Education and Training Manager



**JAIME ALAVAREZ**  
Development and Project Manager

# 3. GOVERNANCE

## 3.1 General Assembly

The regular session of the General Assembly is to be prepared and organised by the Secretary-General using the resources of the Secretariat or such other resources as agreed in writing with the Member State in whose territory the General Assembly is to be held. The regular session of the General Assembly shall ordinarily be convened once every three years. Member States, Associate Members and Affiliate Members of the Organization have the right to attend the General Assembly

## 3.2 Council

The Council is the governing body of IALA, comprising of 23 elected members and a President and Vice President. The Council is elected by the Member States of the Organization during a General Assembly and meets twice a year. At the last General Assembly, in Singapore in February 2025, a new council was elected.

## 3.3 Finance and Audit Group

The Finance and Audit Group (FAG) consists of five members who are elected from amongst the members of the IALA Council. The FAG elects its Chair.

The role of the FAG is to provide, twice a year to the Council, recommendations related to financial matters including the execution of the budget, investments, audit observations and the status of membership contributions.

## 3.4 Policy Advisory Panel

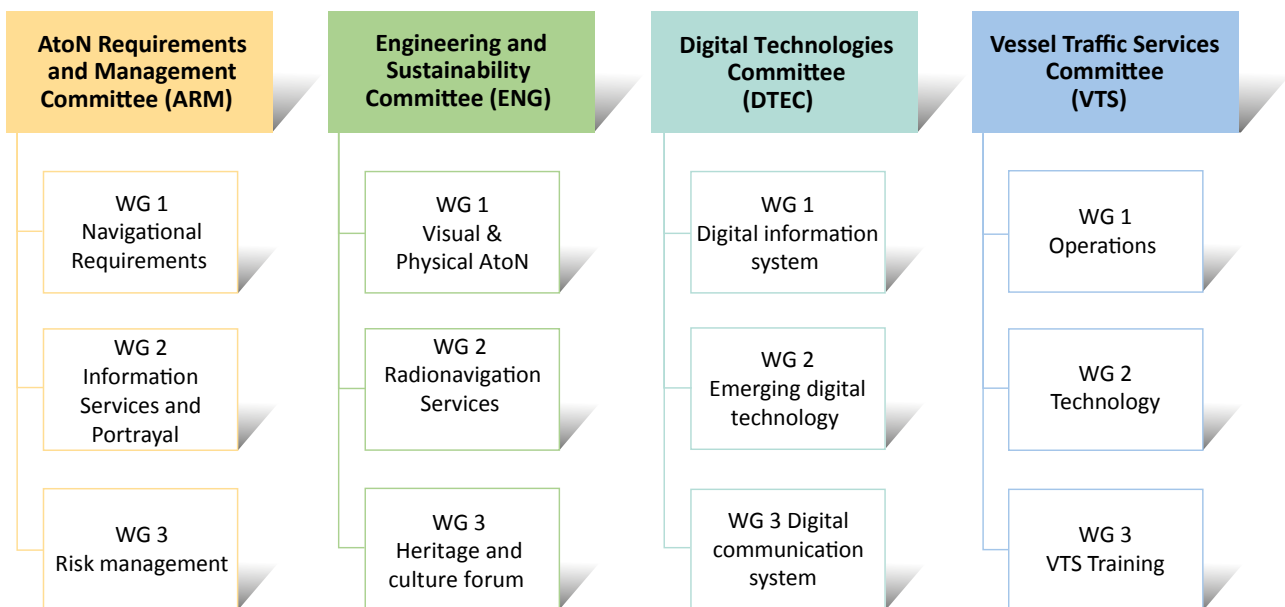
The Policy Advisory Panel (PAP) has been created to ensure coordination and communication between committees. The PAP comprises of the Chair and Vice-Chair of each committee, as well as key IALA Secretariat staff. PAP normally meets four times a year, soon before and after a round of committee meetings. It also offers amplifying information on future work of the committees to the IALA Council.

## 3.5 Legal Advisory Panel

The aim of the Legal Advisory Panel is to provide legal support and advice to the Council, the Committees, the Secretariat and other organs of IALA.

## 3.6 Technical Committees

The committees are at the heart of the Organization. The Council establishes a committee, when it considers that a subject or a technical matter, relevant to the aims of IALA, needs further study, clarification or discussion. The committees constitute an international community of experts in a particular field, who prepare and review relevant IALA publications in accordance with the IALA 3 years work programme. They also continuously monitor specific developments; these can influence the guidance offered to the IALA membership and affect decisions made in the provision of aids to navigation. Committee meetings enable all members to share expertise and experiences and keep abreast of developments in their field.



## 3.7 AIMG

The Affiliate Industrial Members Group (AIMG), which consists of elected companies of Affiliate Industrial members of IALA, is the organ that takes care of the Industrial members' interests within IALA. The AIMG is an observer at the IALA Council.



# 4. HIGHLIGHTS OF THE IALA YEAR 2025

## 4.1 General Assembly



The 1st General Assembly of the International Organization for Marine Aids to Navigation, held from 18 to 20 February 2025 at the Suntec Convention Centre in Singapore, marked the formal establishment of IALA as an Intergovernmental Organization. This milestone event brought together Member States, Associate Members, Affiliate Members, Affiliate Industrial Members, sister organizations, and observers to adopt the governance, strategic, and administrative foundations of the new Organization.

The Assembly adopted a Declaration outlining IALA's vision as an IGO, reaffirming its role in harmonizing Marine Aids to Navigation worldwide, supporting global maritime safety, promoting digital transformation, and contributing to environmental sustainability. It approved the agenda, the General Regulations, and the Financial Regulations, laying the organizational and financial framework for IALA's operations.

Elections were held for key leadership roles: Brazil was elected President, India Vice President, and Francis Zachariae of Denmark was elected Secretary General. Twenty three Council Members were elected, representing a geographically diverse group of maritime nations entrusted with guiding the Organization between General Assemblies.

To ensure continuity of technical work, the Assembly established four Committees—AtoN Requirements and Management, Engineering and Sustainability, Digital Technologies, and Vessel Traffic Services—alongside two subsidiary bodies, the Policy Advisory Panel and the Legal Advisory Panel, all with updated Terms of Reference aligned with the Convention.



The Assembly approved the financial arrangements and the three year outline budget for 2025-2027, including plans to relocate the IALA Headquarters in Saint Germain en Laye in mid 2027 and build a new plenary room by 2028. It adopted the strategic vision of the former Association, authorized the formal transfer of standards and technical documents, approved several applications for Associate Membership, and endorsed IALA's recognition of the jurisdiction of the ILO Administrative Tribunal for staff matters.



The Assembly adopted the Headquarters Agreement with France, enabling the Organization and its staff to benefit from privileges and immunities. It approved cooperation agreements with IMO, IHO, and the Republic of Korea, ensuring continued international collaboration. It also confirmed the transfer and continuation of sponsorship agreements supporting the World Wide Academy. The date and cycle for future General Assemblies were formally established, concluding a historic session that completed the transition to full intergovernmental status.



## 4.2 Council meetings

**The 1st session of the Council** took place in Singapore on 21 February 2025. The Council elected members of the Finance and Audit Group (United Kingdom as Chair, along with Chile, France, Germany and Malaysia). It approved the committee structure, working arrangements, and the 2025-2027 work programme.



**Council 1st session**

Chairs and Vice Chairs were appointed for several committees, including ARM, ENG, DTEC, VTS, PAP and LAP, with representatives from Norway, Canada, the United Kingdom, France, Japan, Singapore, Sweden, Germany, Türkiye, and the United Kingdom again.

The Council also appointed the WWA Board, which includes representatives from Japan Coast Guard, the World Maritime University, IFAN, Korea Maritime & Ocean University, and senior IALA leadership.

**The 2nd session of the Council** (9-13 June 2025 in Nice) opened with remarks from the President and Secretary-General, who welcomed new councillors and confirmed administrative formalities. Updates included membership figures, staffing plans, and progress on relocating the headquarters. Countries reported on VTS, environmental, heritage, and maritime planning initiatives. The Policy Advisory Panel advanced work on sustainability, MASS, and IGO transition, while a new drafting group was created for co sponsored documents. The World-Wide Academy reported record training activity and expanded international missions. The Council reviewed the 2024 financial statements, reappointed auditors, adopted the 2025 budget and work programme, and endorsed upcoming meetings and a VTS seminar proposal.



**Council 2nd session**

**The 3rd session of the Council** (8-12 December 2025, Mumbai) featured ceremonial openings and keynote updates on maritime and lighthouse sector developments, including the launch of a new Digital Ticketing Portal for lighthouse tourism. The Council reviewed progress on treaty ratification and the new IALA Headquarters project. Because the HQ will be unavailable in early 2027, Members are invited to host several committee meetings (VTS 61, DTEC 08, ENG 24, ARM 24) before 31 March 2026. Key governance decisions included approval of revised Staff Rules, a new policy on document submissions, continued development of IALA Centres of Excellence, and endorsement of the 2025-2027 Committee Work Programme. In terms of events and appointments, the Council approved upcoming workshops and seminars, named new Chairs and Vice-Chairs for LAP and VTS, and agreed to organise the 15th IALA Symposium in January 2029.



**Council 3rd session**

## 4.3 AIMG meetings

In 2025, the **Affiliate Industrial Members Group (AIMG)** experienced a pivotal year marked by the transformation of IALA from an association to an Intergovernmental Organization and the convening of the 1st General Assembly of the new International Organization for Marine Aids to Navigation. During this period, AIMG consolidated its governance within the new IGO framework, advanced preparations for the 21st Conference scheduled for Mumbai in 2027, and engaged in strategic deliberations on enhancing industrial membership value, refining the Code of Conduct, and strengthening admission procedures. Close cooperation with the Secretariat, Council, and Member States ensured continuity and stability throughout the transition. The AIMG meeting held during the first General Assembly represented a defining moment, resulting in the formal transfer of its Terms of Reference to the Organization, the endorsement of the group elected in Rio in 2023 to continue through 2027, and confirmation of governance continuity. Strategic discussions underscored the essential role of industrial members in IALA's technical work, the importance of their participation in the 2027 Conference preparations, and the ongoing development of a compelling value proposition, while also recognizing long-standing contributions, including the awarding of Honorary Membership to Lars Mansner.



**AIMG**

## 4.4 PAP and LAP

### PAP



**PAP 58**

**The 56th session of the Policy Advisory Panel**, was held in person between 4 - 6 February 2025. Key outcomes included the involvement of IALA in 'Green Corridors', a review of committee processes and inter-committee communication, a review of IALA's work on MASS, a review of IALA's involvement in Maritime Connectivity Platform, and coordination between the committees on other work items.

**The 58th session of the Policy Advisory Panel**, held from 9-12 September 2025, resulted in several strategic agreements and operational advancements for the Organization.

The Panel agreed to undertake a review of the Strategic Vision and the Drivers and Trends, with a view to submitting updated versions to Council in Q4 2026. It also endorsed the timeline and process for developing the 2027-2030 Work Programme, alongside a review of committee structures and cross committee collaboration for the same period.

The Panel acknowledged the forthcoming formal agreement between IALA and IMO, expressing support for enhanced cooperation. It also endorsed further engagement with CIE toward a formal MoU and invited members to propose adjustments ahead of the 2027 review of the General Regulations.

Digitalisation remained a key theme, with strong support for PAP's coordination role, including the creation of a consolidated roadmap. The conclusion of the MASS Task Force was noted, with PAP assuming ongoing coordination responsibilities. The Panel reaffirmed that IALA holds no formal position on remote pilotage, though it will continue to offer technical support where relevant.

The maturity and usefulness of the Task Register were recognised, with encouragement for continued integration into committee processes. Support was expressed for adopting collaborative drafting platforms to enhance version control and cross committee work.

The Panel also agreed that AI can be a valuable tool in publication development, provided its use is critically reviewed. It endorsed the updated Policy on Out of Session Co Sponsoring, noted the growing interest in establishing an IALA hosted MCP instance, and supported further examination of that possibility.

## LAP



**The 28th session of the Legal Advisory Panel (LAP)** took place in a hybrid format on 29 October 2025, chaired by Thomas Arculus with Christina Schneider as Secretary. During the meeting, the panel noted reports from Council 02, PAP 58, and recent committee sessions. Members were updated on Convention ratifications, the dissolution of the association, and preparations for the 2027 General Assembly in Mumbai. The LAP approved both a new policy on advertising and sponsoring within the IGO and updates to Guideline G1153 on emerging technologies, based on prior advice from LAP27.



## 4.5 Committee meetings

### ARM



**ARM 20th session**

**The 20th session of the AtoN Requirements and Management (ARM) Committee** was held from 31 March - 19 May 2025, including the physical week at IALA HQ between 31 March - 4 April, with Guttorm Tomren as Chair and Natasha McMahon as Vice-Chair. The Secretary for the meeting was Thomas Southall. This session had a longer duration in order to provide for an extended approval period for S-201 edition 2.0.0.

107 participants from 29 countries participated in ARM20. 24 participants attended for the first time.

The ARM Committee considered 66 input papers and produced 19 output papers from three Working Groups.



**ARM 21th session**

**The 21st session of the AtoN Requirements and Management (ARM) Committee** was held from 20 - 30 October 2025, including the physical week at IALA HQ between 20 - 24 October, with Guttorm Tomren as Chair and Natasha McMahon as Vice-Chair. The Secretary for the meeting was Thomas Southall.

99 participants from 29 countries participated in ARM21. 25 participants attended for the first time.

The ARM Committee considered 42 input papers and produced 21 output papers from three Working Groups.

## DTEC



**DTEC 4th session**

**The 4th session of the Digital Technologies Committee (DTEC)** was held from 24 March to 03 April 2025, including the physical week at IALA HQ between 24 to 28 March, chaired by Hideki Noguchi and vice-chaired by Dennis Khoo. The Secretary for the meeting was Alisa Nechyporuk.

143 participants from 28 countries, two Sister organisations in DTEC4. 35 participants attended for the first time.

The session began with an opening plenary and the physical week on Monday, 24 March and continued until Friday, 28 March. The Chair welcomed everybody, both old as well as new participants, to the meeting and was pleased to see so many faces at IALA HQ. An approval period was followed, and the virtual closing plenary was held on Thursday, 03 April.



**DTEC 5th session**

**The 5th session of the Digital Technologies Committee (DTEC)** was held from 29 September to 09 October 2025, including the physical week at IALA HQ between 29 September and 03 October, chaired by Hideki Noguchi and vice-chaired by Dennis Khoo. The Secretary for the meeting was Alisa Nechyporuk.

150 participants from 27 countries, two Sister organisations in DTEC5. 27 participants attended for the first time.

The session began with an opening plenary and the physical week on Monday, 29 September, and continued until Friday, 03 October. The Chair welcomed everybody, both old and new participants, to the meeting and was pleased to see so many faces at IALA HQ. An approval period was followed, and the virtual closing plenary was held on Thursday, 09 October.

## ENG



**The 20th session of the Engineering and Sustainability Committee (ENG)** was held from 07 to 17 April 2025, including the physical week at IALA HQ between 07 to 11 April, chaired by Alwyn Williams and vice-chaired by Michel Cousquer. The Secretary for the meeting was Alisa Nechyporuk.

109 participants from 30 countries and one observer participated in ENG20. 14 participants attended online, and 23 participants attended for the first time.

The session began with an opening plenary and the physical week on Monday, 07 April, and continued until Friday, 11 April. The Chair welcomed everybody, both old and new participants, to the meeting and was pleased to see so many faces at ENG20. An approval period followed, and the virtual closing plenary was held on Thursday, 17 April.



**The 21st session of the Engineering and Sustainability Committee (ENG)** was held from 13 to 23 October 2025, including the physical week at Commissioners of Irish Lights Headquarters (Dublin, Ireland) between 13 and 17 October, chaired by Alwyn Williams and vice-chaired by Michel Cousquer. The Secretary for the meeting was Alisa Nechyporuk.

88 participants from 28 countries. 18 participants attended online, and 17 participants attended for the first time.

The session began with an opening plenary and the physical week on Monday, 13 October, and continued until Friday, 17 October. The Chair welcomed everybody, both old and new participants, to the meeting and was pleased to see so many faces at ENG21. An approval period followed, and the virtual closing plenary was held on Thursday, 23 October.

## VTS



**VTS 57th session**

**The 57th session of the Vessel Traffic Services Committee (VTS)** was held from 14 - 27 March 2025, including the physical week at IALA HQ between 17 - 21 March, with Monica Sundklev as Chair and Dirk Eckhoff as Vice-chair. The Secretary for the meeting was Thomas Southall.

123 participants from 32 countries, one Sister organisation and three observers participated in VTS57. 30 participants attended for the first time.

The VTS Committee considered 55 input papers and produced 28 output papers, including working papers, from three Working Groups.



**VTS 58th session**

**The 58th session of the Vessel Traffic Services Committee (VTS)** was held from 19 September - 2 October 2025, including the physical week at IALA HQ between 22 - 26 September, with Monica Sundklev as Chair and Trond Ski as acting Vice-Chair. The Secretary for the meeting was Thomas Southall.

136 participants from 34 countries, three Sister organisation and seven observers participated in VTS58. 17 participants attended for the first time.

The VTS Committee considered 66 input papers and produced 23 output papers, including working papers, from three Working Groups.

## 4.6 Workshops and Seminars



**The Workshop on VTS**

**The workshop on VTS competent authorities**, held in Rome from 20 to 24 September 2025, brought together 74 participants from 32 countries. Discussions highlighted that governments and competent authorities may fulfil their VTS responsibilities differently depending on their national legal frameworks, and that support should be provided to help all parties understand and meet their obligations under IMO Resolution A.1158(32) and IALA standards. Participants emphasized the importance of strong links between governments, competent authorities and VTS providers when establishing national legislation, noting the interconnected roles of policy, legislation, regulation and governance in building an effective framework. They agreed on the need for clear compliance and enforcement processes, guidance demonstrating how VTS reduces incidents, and consideration for international recognition of accredited training organisations and VTS model course certificates. It was also acknowledged that joint VTS arrangements between multiple governments can be successful and that IALA could further support IMO in areas related to the IMSAS audit.



**The Workshop on IMT**

**The workshop on International Mobile Telecommunication (IMT)** for Marine Aids to Navigation took place in Karlsruhe in September 2025 with 46 participants from 18 countries. It concluded that IALA should take a leading role in ensuring maritime needs are integrated into 6G development, working closely with 3GPP and ETSI. Clear definitions of use cases, coverage zones, requirements, and service flows are needed to shape future IMT features. Participants identified key operational zones and highlighted challenges such as coverage, service continuity, prioritization, and cost. Potential 6G applications include MASS support, AtoN communication, digital voice broadcast, PNT, and smart AtoNs. Expectations for providers include robust connectivity, QoS enabled gateways, cybersecurity, and resilience. The workshop stressed that maritime environmental conditions must be factored into system design. Technical services like Traffic Clearance, Route Exchange, and Navigational Warnings were reviewed, noting challenges related to availability and density. While 5G can already support many maritime services, careful consideration of public versus private networks and network slicing is needed. Effective procurement should prioritize reliability and interoperability, with phased rollouts starting in ports and VTS. Private or hybrid networks were seen as suitable for critical areas. Organisational readiness—governance, training, digital strategies, and knowledge sharing—is essential. Managing cybersecurity, legacy integration, and lifecycle issues requires standards based, backward compatible solutions. Preparing for 6G involves early adoption in high impact areas and strategic engagement by IALA in global standardization and capacity building efforts.



**The Workshop on Sustainability**

**The workshop on Sustainability in AtoN provision**, held in Dublin in October 2025, gathered 49 participants from 17 countries to review presentations and agree on key actions. Participants reaffirmed the importance of aligning AtoN and VTS activities with the UN Sustainable Development Goals, recognised climate change as a major threat requiring all IALA members to minimise their environmental impact, and stressed the need for ongoing training and capacity building through the IALA World Wide Academy to ensure competent personnel for sustainable operations. They also recommended creating a public sustainability document to guide future work and updating IALA's Strategic Vision accordingly, as well as strengthening collaboration and knowledge sharing across the community through continued IALA events.

## 4.7 World Marine Aids to Navigation Day



**World Marine Aids to Navigation Day** is a global celebration to spotlight the crucial role of marine aids in ensuring maritime safety and protecting our oceans.

This year, the UK hosted the principal international event, with Trinity House and the Northern Lighthouse Board welcoming maritime leaders to London and Harwich (30 June-2 July), supported by the Department for Transport.

- ◆ Focus of 2025: How physical aids to navigation will evolve in a digital maritime future
- ◆ Special guests: HRH The Princess Royal & Minister Mike Kane MP
- ◆ Event highlights: Expert panels, global collaboration, and a tour of Trinity House's Harwich base

WATON DAY reminds us that Marine Aids to Navigation are crucial for successful voyages and a sustainable planet.



# 5. OUTPUTS & RESULTS

## 5.1 Publications

In 2025, IALA maintained a strong and wide-ranging publications programme in support of its members and the wider maritime community. Across the year, IALA approved a substantial body of Recommendations, Guidelines, technical specifications and policy documents covering Marine Aids to Navigation, VTS, digital maritime services, waterways, heritage and organizational policy. Taken together, these publications reflected both continuity in core technical guidance and clear progress in areas such as S-200 implementation, digital service architecture, VDES, autonomy and operational resilience.

### **Digitalization, S-200 and Interoperability**

A major feature of the 2025 publications programme was the continued advancement of IALA's digital agenda. At its June 2025 session, the Council approved G1106, Producing an IALA S-200 series Product Specifications, together with S-200 Edition 2.0.0, marking an important step in strengthening the common technical basis for interoperable digital maritime services. The Council also approved a revised edition of G1128, Specification of e-Navigation Technical Services, reinforcing IALA's ongoing work on service-based digital exchange and maritime information services.

Further progress was made in the supporting architecture for digital services. In June, the Council approved G1191, Maritime Service Registry (MSR) Technical Specification, and this was further revised at the December 2025 Council session, demonstrating active development of the framework needed for machine-readable maritime service information and service registries. The December Council also approved the revised G1087, IALA Domain under the IHO GI Registry, Edition 4.0, which is particularly important in supporting governance and consistency across product specification development within the IALA domain. Together, these publications show that IALA is not only producing technical content but also building the governance and registry structure required for long-term digital interoperability.

### **Emerging Technologies and Future Maritime Services**

Another important group of publications addressed emerging technologies and the future operating environment. In June 2025, the Council approved G1190, Harmonised IoT protocol for visual AtoN, G1192, VDES authentication, and G1193, VDES signal measurement. These publications are notable because they move beyond traditional aids to navigation guidance and address the technologies needed for more connected, secure and data-enabled services. They support the evolution of AtoN towards digitally integrated systems capable of operating within broader maritime information environments.

This direction was reinforced by other publications approved during the year. The Transition Council approved the revised G1158 on VDES R-Mode and the new Guideline on Medium Frequency R-Mode signal structure and navigation message, while the December Council approved a new Recommendation on Digitalisation of AtoN and services for vessels of varying levels of autonomy. In addition, the Council approved a new Guideline on Drone Operations for Marine AtoN and VTS Infrastructure Management, extending IALA guidance into practical applications of new technologies for inspection, maintenance and operational support. These outputs illustrate how the 2025 publications programme addressed not only current operational needs but also the future of navigation services in increasingly automated and data-driven environments.

## Quality Management, Service Delivery and Operational Resilience

IALA's 2025 publications also placed strong emphasis on quality, reliability and the sustainable delivery of services. The Transition Council approved the revised R0132 on Quality Management for AtoN Authorities, and the June 2025 Council approved G1052, Quality management system for AtoN service delivery. These documents are especially significant because they reinforce a systematic and auditable approach to service provision, supporting members in maintaining dependable and performance-based AtoN services.

A number of other publications supported operational effectiveness in increasingly complex environments. These included the revised G1077 on developing maintenance strategy for Aids to Navigation, the revised G1175 on Operation and Management AtoN in extreme environmental conditions, the new Guideline giving an overview of a floating AtoN, and the new Guideline on Enhancing the safety and efficiency of navigation around offshore renewable energy installations. In December, the Council further approved revised R0146, Strategy for Maintaining Racon Service Capability, revised R0101, Marine Racon, and G1189, Measurement of marine light performance. Collectively, these publications help Members address both day-to-day service delivery and long-term resilience, including in demanding climatic, technological and operational contexts.



## Vessel Traffic Services: Systems, Competence and Communications

The VTS field was another major area of publication activity in 2025. At its June session, the Council approved G1111, Establishing functional and performance requirements for the VTS systems equipment, and G1111-1, Producing requirements for the core VTS system. These are important publications because they provide a stronger basis for specifying and assessing the technical capabilities needed in modern VTS operations. They were complemented by G1027, Simulations in VTS training, which supports the use of simulation as a structured tool in competence development and operational preparation.

The December Council built further on this work by approving revised R1012, VTS Communications, revised G1156, Recruitment, Training and Certification of VTS Personnel, a new Guideline on VTS English Communication Competency Testing, and revised C0103-5, Revalidation for VTS Personnel. Together, these documents represent a substantial strengthening of IALA guidance on both the technical and human elements of VTS. Their combined importance lies in the way they link systems, communication, language competence, training and revalidation into a more coherent framework for safe and consistent VTS delivery.

## Waterways, Maritime Communications and Related Guidance

The publications approved during 2025 also included a number of documents that strengthen the supporting technical environment around navigation services. The Transition Council approved a new Recommendation and a new Guideline on Harmonized waterways datasets, contributing to a more coherent approach to digital waterway information. It also approved the revised Maritime Radio Communication (MARCOM) Manual, the revised G1128 on Specification of e-Navigation Technical Services, and the revised G1183 on Provision of MCP identities. These are important in helping to align data structures, service descriptions and communications practices across different operational and institutional settings.

In addition, several approved liaison notes and related papers showed that the publications programme was closely linked to IALA's engagement with partner organizations and external standardization processes. During 2025, the Council approved liaison notes or information papers relating to topics such as S-125 development, RTCM standards, AIS authentication, redistribution of schemas and open API specifications, and maritime connectivity architecture for S-100 ECDIS implementation using SECOM and MCP. Although these are not publications in the same form as Recommendations or Guidelines, they demonstrate that the 2025 work programme was actively shaping the broader technical and regulatory environment in which IALA publications are applied.



## Heritage, Lighthouse Management and Institutional Policy

IALA's publications programme in 2025 also maintained a clear connection to marine heritage and lighthouse management. In June, the Council approved revised R1005, Conserving and promoting heritage Marine Aids to Navigation, together with revised G1093, Management of transfer of surplus lighthouse property. In December, this was complemented by revised G1074, Branding and Marketing of Heritage Lighthouses. These documents are important because they show that heritage remains an integral part of IALA's mission, even as the Organization advances in highly technical and digital fields. They support members in conserving heritage assets while also considering how such assets may continue to serve educational, cultural and tourism purposes.

The 2025 publications programme also extended into institutional and governance matters. Most notably, the December Council approved the Policy on Advertising and Sponsoring. While different in character from the technical guidance approved elsewhere in the year, this policy is significant because it reflects the continued development of the Organization's internal governance framework following its transition to intergovernmental status. It also illustrates that the publications programme supports not only technical harmonization, but also the policy environment needed for effective organizational management and external engagement.

## Overall Significance of the 2025 Publications Programme

Taken as a whole, the publications approved in 2025 demonstrate a balanced and forward-looking programme. On one hand, IALA continued to strengthen core guidance on quality management, maintenance strategy, marine lighting, racons, communications, training and personnel competence. On the other, it advanced work in strategically important areas such as S-200, VDES, IoT, registries, autonomy, drone operations and digital service architecture. This combination of continuity and innovation is one of the defining features of the 2025 programme.

Overall, the year's publications confirmed IALA's role as a global reference point for practical, standards-based guidance for safe, efficient and future-ready navigation. They provided members with updated tools to modernize marine aids to navigation and VTS services, improve competence and quality assurance, respond to emerging operational challenges, and support the transition towards increasingly digital and interoperable maritime services.



# 6. WORLD-WIDE ACADEMY

## 2025 at a glance:

- 1 Qualified 271 professionals including 44 sponsored, from 59 countries within AtoN management, risk management and S-200 data production.
- 2 Conducted 7 technical needs assessment and review visits to coastal States in need of assistance.
- 3 Attended 4 regional hydrographic commission meetings raising awareness of SOLAS obligations and the benefits of implementing the IALA standards.

## 6.1 Onboarding all coastal states

**The World-Wide Academy** (the Academy) focuses on facilitating the effective implementation of IALA standards, recommendations, guidelines, and model courses by coastal States through education, training and capacity building thereby underpinning the second strategic goal of IALA.

The Academy aims to ensure that all coastal States can fulfil the obligations related to Marine Aids to Navigation placed upon them in SOLAS Chapter V and that all coastal States can claim conformance with the relevant IALA standards.

To achieve these goals, the Academy is independently funded through in kind and financial sponsorship, so as to deliver its operation to coastal states regardless of their membership to IALA. The Academy's activities are organized around three main areas:

- 1 **ENLIGHTEN** raise the awareness of high-level decision makers of their international obligations relating to safety of navigation.
- 2 **EDUCATE** provide a suite of relevant education and training opportunities for as many as possible.
- 3 **ENGAGE** pursue long-term capacity building activities with coastal States and provide advice on how overcome challenges.

In support of the United Nations Delivering as One approach, the Academy cooperates with and coordinates its activities with other international organizations, underpinning the United Nations Sustainable Development Goals.

## 6.2 Enlightening – Raising awareness of high-level decision makers

The Academy has remained active in the promotion of the SOLAS obligations related to AtoN (including VTS) and the benefits of implementing the IALA standards by attending several international and regional cooperative and coordinating meetings, including four regional hydrographic commission meetings all over the world.

Furthermore, back-to-back with the first General Assembly, the Academy organized the seminar on Safety of navigation (February) in Singapore, intended to raise awareness and deliver update on the law, governance and technical issues of the domain, for the benefit of new comers.

The Academy with the strong support of Argentina organized the Second Latin American Seminar on Aids to Navigation (21-23 May 2025) in Buenos Aires, bringing together 43 participants from 9 countries representing 23 organisations. Participants were updated about the technical committees' activities and had exchanges about operational and technical topics.

Then the Academy hosted the Risk Management Seminar from 18-20 June 2025 at IALA Headquarters. The event gathered maritime professionals, researchers, regulators, and industry experts to exchange knowledge, showcase new research, and explore innovations in navigational risk assessment. The seminar served as an important capacity-building platform in line with IALA's mission.

Contact has remained strong with sister organisations, particularly those supporting the "UN Delivering as One" approach, and during the annual IMO Technical Cooperation committee meeting (see below).

The Academy was invited as visiting lecturer to the IMO/International Maritime Law Institute (IMLI) in Malta for delivering a set of lectures.

## 6.3 Educating – Developing new opportunities

As regards the AtoN Manager course (level 1.1), the Academy maintained close contact with the global network of Accredited Training Organizations (ATO). AtoN Manager course sessions were delivered by ATOs with Academy support in China, Columbia, India, Indonesia, Morocco, Suriname and the UK resulting overall in 106 new fully certified AtoN Managers from 39 countries. 17 participants were sponsored by the Academy.

The Academy ran two high level Master AtoN (Level 1.2) in Chile – the first ever session in America as for this Model Course – and China, 44 participants benefited from these trainings from 20 countries. 6 participants were sponsored by the Academy.



Last year again, the Academy paid special attention to risk assessment, a crucial topic so as to ensure the safe management of waterways as specified by SOLAS Chapter V Regulations 12 and 13.

Three full Level 1.3 courses primarily focused on IWRAP (IALA Waterway Risk Assessment Program) and SIRA (Simplified IALA Risk Assessment) while also providing an overview of other tools in the IALA risk management toolbox were delivered:

- ◆ In Portugal, successfully completed by 18 participants from Portugal and Guinea Bissau (one sponsored participant).
- ◆ In India: 21 participants followed the course from 6 countries from all over the world. 4 participants were sponsored by the Academy to attend the course.
- ◆ One session funded by Italy, for the benefit of the Italian Coast Guard (22 participants).

Furthermore, upon request of the related countries, the Academy tailored two sessions focused on IWRAP and/or SIRA;

- ◆ Kribi, Cameroun, for 24 participants from Kribi and Douala harbours, and Gabon.
- ◆ Tenerife, Spain, for 14 spanish participants



One crucial and new development about the digital technologies and innovation was carried out when the Academy, in close cooperation with the Republic of Korea, arranged the first training session on Marine Aids to Navigation product specifications within the S100/S200 framework, in Busan (4-7 march 2025). 22 participants (of whom 2 were sponsored) from 15 countries came together for an in-depth course on AtoN product specifications and their role in modern maritime data exchange.

Lastly, the Academy continues to provide support to the technical committees to maintain and further develop IALA model courses and associated guidance on training and certification.

## 6.4 Engaging – Long term capacity building relationships

In 2025, technical cooperation missions were carried out in seven countries among which Costa Rica, Dominican Republic, Kenya and Sri Lanka.

Must be highlighted the first technical mission undertaken in Irak. Furthermore, a mission in Honduras was delivered jointly with the International Hydrographic Organization for which the US National Geospatial-Intelligence Agency (NGA) provided the expert.

2025 was the second implementation year of an ambitious Memorandum of Understanding signed on November 2023 by IALA with the Republic of Indonesia. This biennial MoU, first of its kind, encompasses education and training activities and technical missions as well in this huge archipelago State.

In addition to the above mentioned Level 1.1 course session, the WWA conducted its last technical mission in a long series carried out in 2024 in all the Navigational Districts, this time in Java. AtoN workshops and a technical tour were part of the program which includes chartwork and an inspection of the channels. Based on the output of the final report delivered in March 2025, Indonesia (DGST) and IALA, signed last December 2025 a three-year MoU (2026-2028) for further cooperation.

Furthermore, in the framework of the “Delivering as one” concept developed by the United Nations, the WWA was honored to host in St-Germain-en-Laye the 14th session of the Joint Capacity Building Cooperation Group. Bringing together seven organisations, this meeting provided an opportunity to share their overview on achievements, challenges and lessons learned in capacity building, as well as discuss the status of joint capacity building activities and the way ahead to provide efficient assistance to members.



# 7. FINANCES

## 7.1 Financial Results

In 2025, the Organisation went through a period of transition during which two legal structures coexisted: the association and the Intergovernmental Organization (IGO).

Once the transfer of assets had been completed, including the transfer of staff in March and the transfer of property in July, the association's accounts were closed on 31 July and transferred to the IGO. The table below sets out the net results reported in the Income Statement for both entities:

	IALA Association	IALA IGO	TOTAL
In Euros	From 01/01/25 to 28/02/25	From 01/03/25 to 31/12/25	2025
Contributions	2,123,744	672,659	2,796,403
Sales of goods and services	85,159	79,550	164,709
Income from third-party funding	182,875	163,787	346,662
Financial contributions	173,750	605,474	779,224
Reversals of amortisation, depreciation, provisions, transfers of expenses	477,065	0	477,065
Uses of dedicated funds	65,844	173,808	239,652
Other income	75	50,442	50,518
<b>Operating income</b>	<b>3,108,514</b>	<b>1,745,720</b>	<b>4,854,234</b>
Other purchases and external expenses	-704,925	-697,569	-1,402,494
Taxes, duties and related expenses	-50,527	-14,418	-64,945
Salaries and wages	-350,204	-1,340,988	-1,691,192
Social security contributions	-146,176	-518,394	-664,570
Depreciation, amortisation provisions	-71,932	-178,931	-250,863
Transfer to dedicated funds	-131,309	-86,664	-217,973
Other expenses	-231	-2,711	-2,942
<b>Operating expenses</b>	<b>-1,455,304</b>	<b>-2,839,675</b>	<b>-4,294,979</b>
Operating profit	1,653,210	-1,093,956	559,254
Financial income	54,211	67,544	121,755
Financial expenses	-11,287	-853	-12,140
Financial result	42,924	66,691	109,615
Exceptional income	18,427	0	18,427
Exceptional expenses	0	0	0
Exceptional profit	18,427	0	18,427
Income tax	-5,373	0	-5,373
<b>Surplus or deficit</b>	<b>1,709,187</b>	<b>-1,027,265</b>	<b>681,922</b>

The Association's result primarily reflects income generated from the receipt of a significant portion of membership contributions and fees during the first quarter of the year, whereas the IGO recorded a deficit mainly attributable to expenditures incurred throughout the year. The consolidated overall result is €681,922 and has been allocated to the capital as a financial reserve.

The change of status in 2025 has brought financial benefits to the Organisation, as certain exemptions from tax, social security contributions and VAT are now applicable to the IGO. A recalculation of staff provisions based on the new Staff Rules also explain the positive result.

<b>BALANCE SHEET ASSETS</b>	<b>IALA Association</b>	<b>IALA IGO</b>	<b>TOTAL</b>
<b>In Euros</b>	<b>From 01/01/25 to 28/02/25</b>	<b>From 01/03/25 to 31/12/25</b>	<b>2025</b>
Intangible assets	423	249	673
Tangible fixed assets	1,264,568	1,178,974	2,443,542
Financial assets	37,550	3,060	40,610
<b>Fixed assets</b>	<b>1,302,542</b>	<b>1,182,283</b>	<b>2,484,825</b>
Receivables from customers and related accounts	5,388	11,892	17,280
Other receivables	6,013	10,259	16,272
Securities	4,054,013	4,099,395	8,153,408
Available funds	2,206,729	3,056,342	5,263,071
Prepaid expenses	3,620	76,445	80,065
<b>Current assets</b>	<b>6,275,766</b>	<b>7,254,335</b>	<b>13,530,101</b>
<b>Total assets</b>	<b>7,578,308</b>	<b>8,436,618</b>	<b>16,014,926</b>

<b>BALANCE SHEET LIABILITIES</b>	<b>IALA Association</b>	<b>IALA IGO</b>	<b>TOTAL</b>
<b>In Euros</b>	<b>From 01/01/25 to 28/02/25</b>	<b>From 01/03/25 to 31/12/25</b>	<b>2025</b>
Not-for-profit permanent funds	4,451,402	6,160,590	10,611,992
Result for the financial year (profit or loss)	1,709,187	-1,027,265	681,922
<b>Net position</b>	<b>6,160,589</b>	<b>5,133,325</b>	<b>11,293,914</b>
Investment grants	544,347	531,185	1,075,532
<b>Total not-for-profit funds</b>	<b>6,704,936</b>	<b>5,664,510</b>	<b>12,369,446</b>
Retained and designated funds	338,711	251,567	590,278
Provisions for risks and charges	177,298	609,614	786,912
Trade payables and related accounts	0	89,474	89,474
Other payables	226,737	882,872	1,109,609
Income recorded in advance	130,625	938,579	1,069,204
<b>Total</b>	<b>873,371</b>	<b>2,772,106</b>	<b>3,645,477</b>
<b>Total Liabilities</b>	<b>7,578,308</b>	<b>8,436,618</b>	<b>16,014,926</b>

The financial statements include items related to the Worldwide Academy. The Academy's team, led by a full-time dean since April 2025, comprises four staff members and six consultants based around the world. They are in charge of executing actions and missions as detailed in an annual Action Plan, approved during the Academy Board which meets twice a year. The budget is managed separately as the Academy is funded from direct or in-kind sponsorship from external donors. In 2025, the Academy's revenues amounted to €1.1 million. These funds were almost entirely spent during the year. A reserve of €251,567 is held in the respective donors' funds for future use.

## 7.2 World-Wide Academy financial situation (in Euros)

REVENUES	2025	2024
IFAN	695 000	695 000
France	20 000	20 000
Republic of Korea	100 000	106 000
Malaysia	125 000	125 000
Singapore	88 500	85 000
Trinity House	76 132	35 785
Japan Aids to Navigation Association (JANA)	8 093	8 394
Revenues from course registration fees	42 000	27 500
Financial income & other	287	1 170
<b>TOTAL</b>	<b>1 155 012</b>	<b>1 103 849</b>

EXPENSES	2025	2024
Education & training	368 259	415 370
Capacity building	98 368	224 386
Research & development	0	25 606
Other Academy related	149 828	144 374
Permanent staff's costs	560 236	475 619
<b>TOTAL</b>	<b>1 176 691</b>	<b>1 285 354</b>

INCOME AGAINST EXPENDITURE	2025	2024
	<b>-21 679</b>	<b>-181 504</b>
<i>Reserve from previous year</i>	454 751	429 010
<i>Available fund carried forward to next year</i>	<b>273 247</b>	454 751





# ANNUAL REPORT 2025

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