

| INCOME | 2019 BUDGET | PROPOSED BUDGET for 2020 | |
|---|-----------------------|-----------------------------|------------|
| Membership contributions (for the current year) | 2 169 438,00 | 2 275 506,00 | |
| Contributions in arrear (2017-2018) | 400 000,00 | 167 170,00 | |
| Publications (Nav-Guide/ VTS Manual...) | 1 500,00 | 1 000,00 | |
| Advertising | 15 000,00 | 15 000,00 | |
| Seminars & Workshops | 55 000,00 | 112 500,00 | |
| Miscellaneous | 3 000,00 | 6 500,00 | |
| World-Wide Academy | 80 000,00 | 80 000,00 | |
| Total | 2 723 938,00 € | 2 657 676,00 € | -2% |

| EXPENDITURE | 2019 BUDGET | PROPOSED BUDGET for 2020 | |
|--|-----------------------|-----------------------------|-------------|
| PERSONNEL COSTS | | | |
| Salaries, consultants fees & temporary staff | 850 000,00 | 878 000,00 | |
| Taxes & social security charges | 520 000,00 | 559 000,00 | |
| Staff saving schemes | 49 000,00 | 56 000,00 | |
| Other staff costs (training, transportation...) | 33 300,00 | 32 300,00 | |
| | 1 452 300,00 € | 1 525 300,00 € | + 5% |
| OPERATING COSTS | | | |
| Running expenses | 279 500,00 | 265 500,00 | |
| Contingencies | 15 000,00 | 40 000,00 | |
| Rental costs for corporate flats | 139 000,00 | 120 000,00 | |
| Car expenses | 27 000,00 | 27 000,00 | |
| Building & premises costs | 56 000,00 | 53 000,00 | |
| Events (Conf, Council, workshops, seminars, meetings...) | 211 000,00 | 188 500,00 | |
| Publications | 56 000,00 | 55 500,00 | |
| Travel costs - Missions | 180 000,00 | 130 000,00 | |
| | 963 500,00 € | 879 500,00 € | -9% |
| INVESTMENT COSTS | | | |
| IT equipment, software & Web development | 65 000,00 | 40 000,00 | |
| Furniture & other equipment | 23 000,00 | 18 000,00 | |
| | 88 000,00 € | 58 000,00 € | -34% |
| Total | 2 503 800,00 € | 2 462 800,00 € | -2% |
| Income against expenditure | 220 138,00 € | 194 876,00 € | |