

MEERJARENOVERZICHT BALANS EN BATEN EN LASTEN in euro's

| ACTIVA                    | 31-12-2015 | 31-12-2016 | 31-12-2017 | 31-12-2018 | 31-12-2019 | 31-12-2020 | 31-12-2021 | 31-12-2022 | 31-12-2023 | 31-12-2024 |
|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Vorraden en inventaris    | 31.300     | 21.340     | 21.900     | 20.600     | 17.400     | 13.400     | 16.300     | 16.400     | 23.153     | 23.053     |
| Voorschotten Regio's e.d. | 38.345     | 39.152     | 52.491     | 50.403     | 47.040     | 72.228     | 94.997     | 62.436     | 45.585     | 43.569     |
| Transitoriaposten         | 2.764      | 1.287      | 2.721      | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| Waarborgsom huur pand     | 7.500      | 7.500      | 7.500      | 12.022     | 9.260      | 9.260      | 9.260      | 9.260      | 9.260      | 9.260      |
| Nog te ontvangen          | 6.822      | 7.208      | 2.583      | 2.037      | 1.720      | 1.975      | 6.464      | 4.798      | 8.541      | 22.593     |
| Liquide middelen          | 357.732    | 412.191    | 431.181    | 438.965    | 420.682    | 424.037    | 451.161    | 483.309    | 497.175    | 472.065    |
| Totaal                    | 444.463    | 488.678    | 518.376    | 524.027    | 496.102    | 520.900    | 578.182    | 576.203    | 583.714    | 570.540    |

| PASSIVA                          | 31-12-2015 | 31-12-2016 | 31-12-2017 | 31-12-2018 | 31-12-2019 | 31-12-2020 | 31-12-2021 | 31-12-2022 | 31-12-2023 | 31-12-2024 |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Eigen vermogen                   | 185.506    | 223.152    | 214.298    | 215.081    | 212.174    | 209.620    | 232.756    | 20.822     | 201.998    | 179.965    |
| Reservering vaste verplichtingen | 90.000     | 90.000     | 90.000     | 90.000     | 90.000     | 90.000     | 90.000     | 145.000    | 150.000    | 175.000    |
| Reservering overig               | 128.345    | 135.087    | 166.526    | 162.403    | 165.040    | 154.228    | 213.608    | 168.594    | 194.727    | 176.711    |
| Transitoriaposten                | 40.062     | 40.108     | 46.922     | 55.935     | 28.546     | 67.052     | 41.818     | 41.787     | 36.989     | 38.864     |
| Waarborg stempels/belasting      | 550        | 331        | 630        | 608        | 342        | 0          | 0          | 0          | 0          | 0          |
| Voordelig saldo                  | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| Totaal                           | 444.463    | 488.678    | 518.376    | 524.027    | 496.102    | 520.900    | 578.182    | 576.203    | 583.714    | 570.540    |

STAAT VAN BATEN EN LASTEN

| ONTVANGSTEN            | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    |
|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Contributies           | 316.861 | 338.757 | 329.334 | 325.731 | 325.343 | 310.445 | 334.896 | 365.111 | 383.384 | 394.960 |
| Inschrijfgelden        | 19.975  | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       |
| Rente en overige baten | 3.287   | 1.771   | 318     | 23      | 48      | 24      | 390     | 206     | 20.230  | 10.820  |
| Giften e.d.            | 7       | 10      | 0       | 250     | 0       | 0       | 0       | 0       | 0       | 0       |
| Verkoop artikelen      | 49.480  | 49.281  | 41.383  | 40.847  | 33.907  | 23.675  | 47.966  | 44.171  | 36.178  | 39.702  |
| Totaal                 | 389.610 | 389.819 | 371.035 | 366.851 | 359.298 | 334.144 | 383.252 | 409.488 | 439.792 | 445.482 |

| UITGAVEN                        | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| (Leden)Administratie            | 33.623  | 28.916  | 28.274  | 26.433  | 30.059  | 20.722  | 21.457  | 20.448  | 21.814  | 23.968  |
| Huisvestingskosten + infocentra | 55.377  | 53.636  | 53.748  | 54.418  | 54.034  | 48.747  | 50.417  | 52.968  | 61.288  | 61.809  |
| Ledenservice                    | 18.753  | 17.291  | 18.532  | 18.405  | 17.607  | 13.026  | 21.536  | 26.041  | 25.865  | 28.015  |
| Inkoop Artikelen                | 30.159  | 35.888  | 31.169  | 26.423  | 23.582  | 14.361  | 25.768  | 22.066  | 18.198  | 20.285  |
| Kosten geldverkeer              | 5.286   | 4.951   | 5.035   | 4.554   | 4.843   | 3.864   | 4.518   | 5.462   | 5.925   | 6.027   |
| Ledenbijeenkomsten              | 33.305  | 31.148  | 32.852  | 28.034  | 21.985  | 7.386   | 8.256   | 36.730  | 35.390  | 37.163  |
| Kosten Regio's                  | 33.181  | 43.298  | 35.324  | 45.953  | 50.936  | 21.163  | 18.767  | 55.308  | 55.983  | 55.155  |
| Bestuurskosten                  | 19.782  | 13.517  | 17.078  | 19.280  | 17.806  | 8.781   | 15.836  | 22.732  | 21.313  | 33.456  |
| Pr en Promotie                  | 1.779   | 2.764   | 2.215   | 1.631   | 1.914   | 2.448   | 3.617   | 469     | 3.255   | 2.774   |
| De Jacobsstaf en Ultreia        | 73.277  | 71.386  | 67.242  | 71.021  | 69.802  | 81.199  | 71.141  | 78.349  | 98.934  | 101.135 |
| Werkgroep Website               | 8.236   | 13.264  | 10.254  | 14.003  | 19.038  | 73.598  | 36.187  | 25.666  | 28.102  | 26.335  |
| Werk/project/activiteitsgroepen | 29.225  | 35.307  | 44.827  | 56.001  | 47.962  | 52.215  | 27.499  | 65.197  | 45.915  | 55.103  |
| Stichtingskosten/Calamit.fonds  | 121     | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 8.000   | 9.306   |
| Voordelig/nadelig saldo         | 47.506  | 38.453  | 24.485  | 695     | -270    | -13.366 | 78.253  | -1.948  | 9.810   | -15.049 |
| Totaal                          | 389.610 | 389.819 | 371.035 | 366.851 | 359.298 | 334.144 | 383.252 | 409.488 | 439.792 | 445.482 |

|                 |        |        |        |        |        |        |        |        |        |        |
|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Betalende leden | 12.801 | 13.467 | 13.431 | 13.434 | 13.325 | 12.954 | 13.438 | 14.312 | 14.819 | 15.254 |
| Netto groei     | 160    | 666    | -36    | 3      | -109   | -371   | 484    | 874    | 507    | 435    |