



# PUBLIC ENTITY ST. EUSTATIUS

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MULTI-ANNUAL BUDGET

2026 – 2029

August 18, 2026

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## Budget Foreword

The budget for 2026 reflects the island government's ambitious commitment to improving its financial and administrative governance, as well as its social and economic development. Furthermore, the government will continue its improvement of internal control to maintain its unqualified audit opinion. The Public Entity acknowledges the challenges and opportunities that lie ahead and is actively collaborating with all stakeholders to achieve its goals. The island government expresses its gratitude to the people of Sint Eustatius for their resilience and support during these difficult and transformative times.

### Challenges and Opportunities

The budget reflects the government's priorities and objectives for the development of the island, as well as its commitment to fiscal responsibility and transparency. The budget takes into account various challenges and opportunities, including the recovery and redirection of the local economy, the downsizing of the oil company's operations, rising consumer goods prices, the impact of the war in Ukraine especially on prices, substandard revenues from the airport and harbor and the ongoing dialogue with the Netherlands to adjust the Free Allowance allotment for Sint Eustatius.

### Financial Objectives and Governance Strategy

The financial objectives for 2026-2029 aim to improve financial management while maintaining a clean audit opinion, support local initiatives, and adhere to regulatory norms. The island government has upgraded its financial management systems, including the AO/IC framework (a set of internal controls and administrative organization rules) to improve the quality of its future reporting. This plan is part of a broader governance strategy, which includes strengthening the accountability and transparency of the island government, enhancing risk management and compliance functions, and developing the capacity and skills of the staff. The initiative is supported by a \$1.1 million grant from the Ministry of the Interior and Kingdom Relations, with the implementation realized at the end of 2023.

### Personnel and Operational Efficiency

The Public Entity's revised personnel budget reflects recent significant hirings, such as a concern controller, tax inspector, and two financial specialists. These individuals will oversee e.g., budgetary allocations and ensure that resources are utilized efficiently and effectively, and that taxes are collected accordingly. With the grant now depleted, these expenses are included in the 2026 budget and contracted until mid-2026. The government is also reviewing operational processes to identify cost-saving opportunities, such as improving effectivity and efficiency by housing employees of OLE in a better office building. The revised personnel budget reflects the key roles that are essential and necessary for current and future projects.

### Developmental Priorities

The development of Sint Eustatius is guided by several priorities, such as poverty alleviation, social housing, health care quality, sustainable agriculture, road infrastructure, banking services, connectivity and air links, port maintenance, and economic development. The funding from the Caribbean Netherlands envelopes will help address these issues and support long-term improvements to create and maintain a social security system similar to the one in the European Netherlands. Additionally, the island is exploring various avenues for increasing local revenues (Public Health Department, Agriculture, Fisheries and Livestock) and working on a structural increase of economic revenue.



To this end, the Public Entity has master plans and ambitious initiatives underway: in energy supply (research into geothermal energy), in the harbor (for instance more services for yachts), on the airport (for instance more jet parking capabilities), in (digital) infrastructure, in the re-establishment of a medical school, and in an extensive cultural and heritage revitalization program (including monument restorations, plans for a cultural center, a scientific institute and a memorial area).

The island government's mission is to enable Sint Eustatius to achieve sustainable and prosperous development while respecting its unique culture and identity: an island that is resilient, passionate, and innovative.

Additionally, and pursuant to the St. Eustatius Agreement 2024-2027, the state and OLE have agreed to work together on the realization of the following specific priorities, with execution projected up to July 2027:

1. Well-being of the community, focusing on the implementation of necessary policies concerning social support, the labor market, culture, youth, and poverty alleviation.
2. Economic diversification by exploring and developing sustainable, revenue-generating opportunities across a wide variety of fields.
3. Investments in (digital) infrastructure, aiming at affordable and reliable digital, sea, and land connections, making the island more accessible and attractive for tourists, researchers, businesses, and digital nomads.
4. A well-functioning system of governance, where the island government will operate under a well-managed budget, with transparency and accountability at the core of its financial operations.

### **Phases of Governance**

Currently, the Public Entity of St Eustatius has its financial autonomy with a functional Island Council. They are a crucial factor towards achieving good governance and accountability. In the coming period OLE will continue to improve the public administration, healthcare, education, infrastructure, and economic and cultural development. The island government will play a proactive role in the preparation and execution of the budget, ensuring that it reflects the needs and priorities of the island's population and complies with the fiscal rules and standards.

### **Developments in the legal position of the island government**

We are pleased to present the Budget of the Public Entity St. Eustatius (OLE) 2026, which also includes the multi-annual budget from 2026 to 2029. This budget meets the requirements of the BES Budget and Accountability Act.

The island government recognizes the necessity of implementing improvement steps in financial management and takes responsibility for carrying them out. Therefore, the island Government will take the necessary steps for improving the financial management of the Public Entity of St. Eustatius. It is expected that the island council and the executive council will continue to make further improvements and will be able to properly fulfill their tasks and powers under FinBES.

An efficient policy-budget cycle involving the entire organization, as well as an approved annual report, are goals for 2025 and 2026. After many years of continuous improvement of the processes, the annual report of 2024 was provided with an unqualified opinion by the external auditor.

These are very important financial trajectories for the Public Entity of St. Eustatius in the context of good governance, where carefulness and timeliness are key principles. The Public Entity is committed to improving these standards thereby maintaining an unqualified audit opinion.

With the restoration of the budgetary rights, Article 8 of the Law on the Recovery of Facilities of Sint Eustatius will no longer apply. As a result, financial tasks and powers as per the Law on the Finances of Public Bodies Bonaire, Sint Eustatius, and Saba (FinBES) has returned to the elected island council and the appointed executive council of the public body.

### **Annual financial statements and annual reports**



The annual financial statements and annual report are to be submitted by the executive council to the island council (Article 28, paragraph one, FinBES), and the island council's approval of the financial statements and annual report as required (Article 29, paragraph one, FinBES). The executive council has already sent the approved financial statements and annual report of 2024 to the State Secretary of the Ministry of the Interior and Kingdom Relations (BZK) through the Financial Supervision Board for the BES islands (Cft BES) prior to July 15 of the year 2025 (Article 31, paragraph one, FinBES).

### Budget

For the budget, the executive council must submit the draft budget to the island council no later than September 1st, and the island council can propose amendments. The executive council must immediately submit these amendments to the Cft BES upon receipt. The island council approves the budget (Article 18 FinBES). The executive council sends the budget approved by the island council to the State Secretary of BZK through the Cft BES within two weeks after approval, but in any case, before November 15 (Article 19, paragraph four, FinBES). The budget requires the approval of the State Secretary of BZK (Article 19, paragraph one, FinBES). This also applies to a budget amendment (Article 21, paragraph four, FinBES).

The Island Council and the Island commissioners have been involved in the budget process this year. The draft budget will be discussed with the Island Council after the advice is received from Cft and the executive council has considered the Cft's advice, then formally submitted again for approval.

With the extra funds made available from the CN envelopes, further work can be done on the continued development of St. Eustatius. For the future, it is important that the social security system is equal to that of the European Netherlands. Despite all the support in the form of Special Payments, it remains important that maintenance costs and expertise costs are included in these special payments, so that the changes are permanently secured. This will have an increasing impact on the Special Allowances, which will be integrated into the regular budget process.

## Cft recommendations

### **Introduction**

With reference to the advice of the College Financieel Toezicht (Cft) related to the budget 2026-2029, we inform you as follows on the actions taken to improve the financial situation of the Openbaar Lichaam Sint Eustatius (OLE). The conclusion and specific advice of Cft and reaction of OLE are detailed below and stated between inverted comma's.

### **"Oordeel"**

*"Sint Eustatius begroot lichte overschotten in de periode 2026–2029 en voldoet daarmee aan de centrale begrotingsnorm uit de Wet FinBES. Het Cft constateert een sterke verbetering in de kwaliteit en volledigheid van de begroting. De bijzondere uitkeringen zijn meerjarig opgenomen, wat bijdraagt aan een beter inzicht in de financiële positie van het openbaar lichaam."*

OLE appreciates the feedback and advice of Cft in continuing to improve the quality and completeness of the budget reporting and process.



### **“Meerjarenraming personeelslasten”**

*“Op grond van de Wet FinBES en de BBV BES dienen de begroting en de meerjarenraming (minimaal drie jaren) de lasten, waaronder de personeelslasten, inzichtelijk te maken. Uit de uitvoerige toelichting die nu is opgenomen, valt echter niet af te leiden welk deel van de personeelslasten structureel is gedekt en welk deel incidenteel wordt gefinancierd. Dit onderscheid is cruciaal, omdat het grote aandeel van de personeelslasten in de totale lasten directe gevolgen heeft voor de financiële houdbaarheid op de langere termijn. Dit vergroot de transparantie van de begroting en stelt de eilandsraad beter in staat om de financiële consequenties van beleidskeuzes te beoordelen..”*

The further breakdown requested by the Cft is not explicitly anchored in Article 15 FINBES or in Article 8 in conjunction with Article 21 BBV BES. As stated in the conclusion of Cft, the multi-year budget complies with the reporting requirements of Article 20 BBV BES, as it already provides an overview of personnel expenses with a breakdown between established positions and temporary project positions. In this way, the legal obligation to give sufficient insight into personnel expenses is met. OLE considers Cft's recommendation as an interpretative elaboration of the statutory requirement in this regard.

To increase the requested transparency of the budget, an additional table has been included on page 83, which details the project related personnel expenses by function and the expected effect for the years 2026-2029. This should provide additional insight into the personnel expenses that are recharged to and funded by special allowances.

OLE looks forward to reaching a consensus with Cft, BZK and BES islands on the interpretation and resulting presentation and disclosures of the various reporting. This will help ensure consistency and avoid advice given without joint consultation that overlooks the intent and requirements of the relevant legal provisions.

### **Financial Overview:**

The budget can be classified into structural income and expenses, and incidental income and expenses. The table below summarizes the budget by type of income and expense, showing the resulting structural surplus or deficit and the expected incidental movements.

|                                       |                      | Actuals<br>2024   | Primary<br>budget 2025 | Budget<br>2026    | Budget<br>2027    | Budget<br>2028    | Budget<br>2029    |
|---------------------------------------|----------------------|-------------------|------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>                         | Local revenue        | 4,135,192         | 4,617,228              | 4,409,034         | 4,453,124         | 4,497,655         | 4,542,632         |
|                                       | Interest income      | 2,030,109         | 1,588,454              | 1,815,078         | 1,469,320         | 1,484,013         | 1,704,412         |
|                                       | Free allowances      | 21,388,430        | 21,973,584             | 22,531,121        | 22,891,008        | 23,601,418        | 23,865,918        |
| <b>Income Total</b>                   |                      | <b>27,553,731</b> | <b>28,179,266</b>      | <b>28,755,232</b> | <b>28,813,452</b> | <b>29,583,086</b> | <b>30,112,961</b> |
| <b>Expense</b>                        | Operational expenses | (23,212,759)      | (25,880,275)           | (27,846,732)      | (28,552,095)      | (28,770,170)      | (29,440,239)      |
| <b>Surplus (deficit) - structural</b> |                      | <b>4,340,972</b>  | <b>2,298,991</b>       | <b>908,500</b>    | <b>261,357</b>    | <b>812,916</b>    | <b>672,722</b>    |
|                                       | Other income         | 308,546           | -                      | -                 | -                 | -                 | -                 |
|                                       | Unforeseen expenses  | (522,910)         | (371,175)              | (261,470)         | (250,479)         | (252,984)         | (255,514)         |
| <b>Total surplus (deficit)</b>        |                      | <b>4,126,608</b>  | <b>1,927,816</b>       | <b>647,031</b>    | <b>10,878</b>     | <b>559,932</b>    | <b>417,208</b>    |

### **Budgets 2026-2029**

The table above shows that the budget of 2026 closes with a surplus of USD647K. The budgets for 2027-2029 also show a surplus.

The income of the different categories is based on the analysis performed up to Q2-2025 of the realization and information obtained from the budget holders. The free allowances have been derived from the information provided from the February 2025 circulaire, including the indexation stated in the October 2024 circulaire.



The local income categories of 2026 represent 15.3% of the total structural income (2024: 15.0%) and the interest income represents 6.3% (2024: 7.4%). The result before incidental income or losses shows a surplus. In 2024 a net incidental income of USD0.3M was recorded, being the effect of special allowances received for operational expenses recorded in previous years.

For the year 2026 onwards, no incidental income is taken into account, only a small incidental loss is included for purposes of prudence.

The expenses for 2026 show an increase compared to the realized figures for 2024 and the budget for 2025. The increase in expenses can be attributed to the following categories:

- Personnel expenses
- Accommodation expenses
- Subsidies and financial contributions
- Office expenses
- Subsidies

The main movements are explained in the individual budgets per function.

The expenses have been reviewed in detail by economic activity to identify cost savings throughout the years in order to reach a balanced budget.

The Island Council will continue to look into efficiencies and synergies that can be achieved through recent and planned investments in automation and further training of OLE officials.

### **Conclusion**

The organization is making significant advances in internal control and financial management. This has resulted in more realistic information, as reflected in the draft budget 2026. However, there is still room for improvement. As projects are still in development, there may be additional incidental effects that could impact the budgeted result. These incidental results can only be taken into account once they have been realized.

Due to the complex tasks the organization faces, we will continue to improve internal control and financial management and seek structural solutions to improve the income capacity of OLE, along with cost-saving measures through increased efficiency and automation.

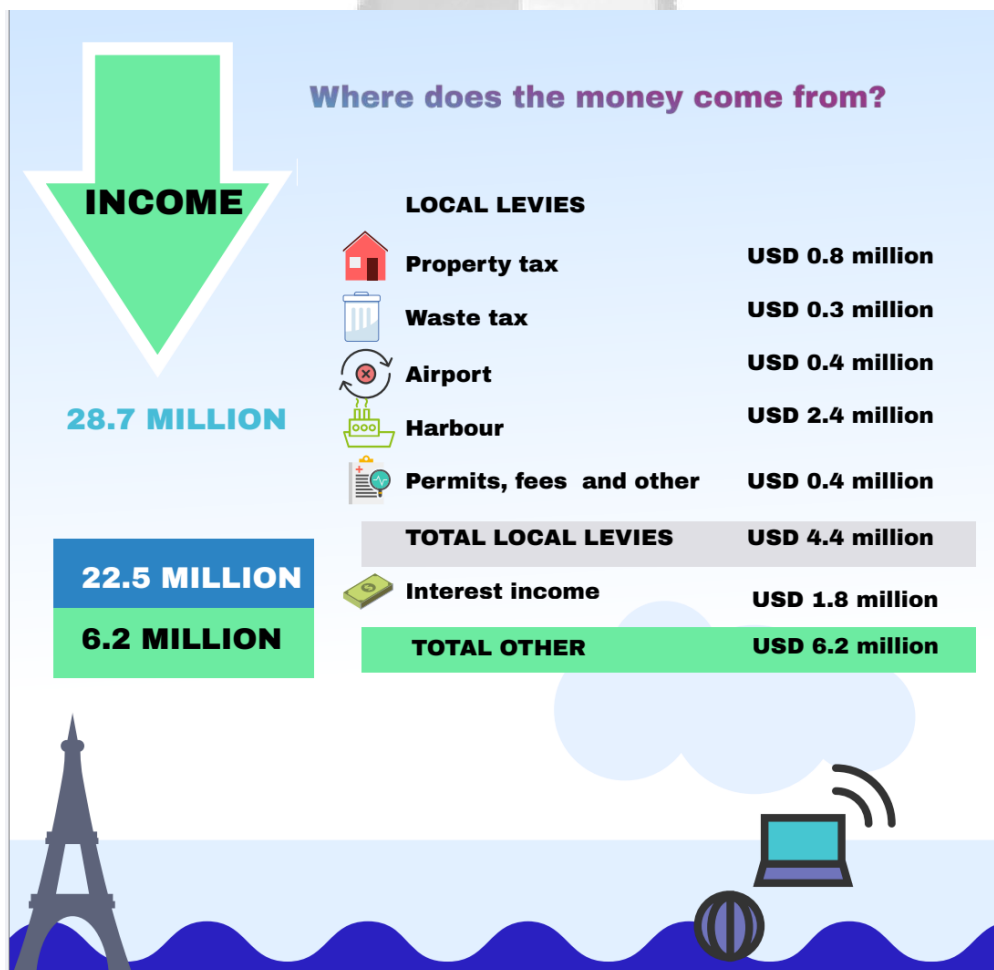
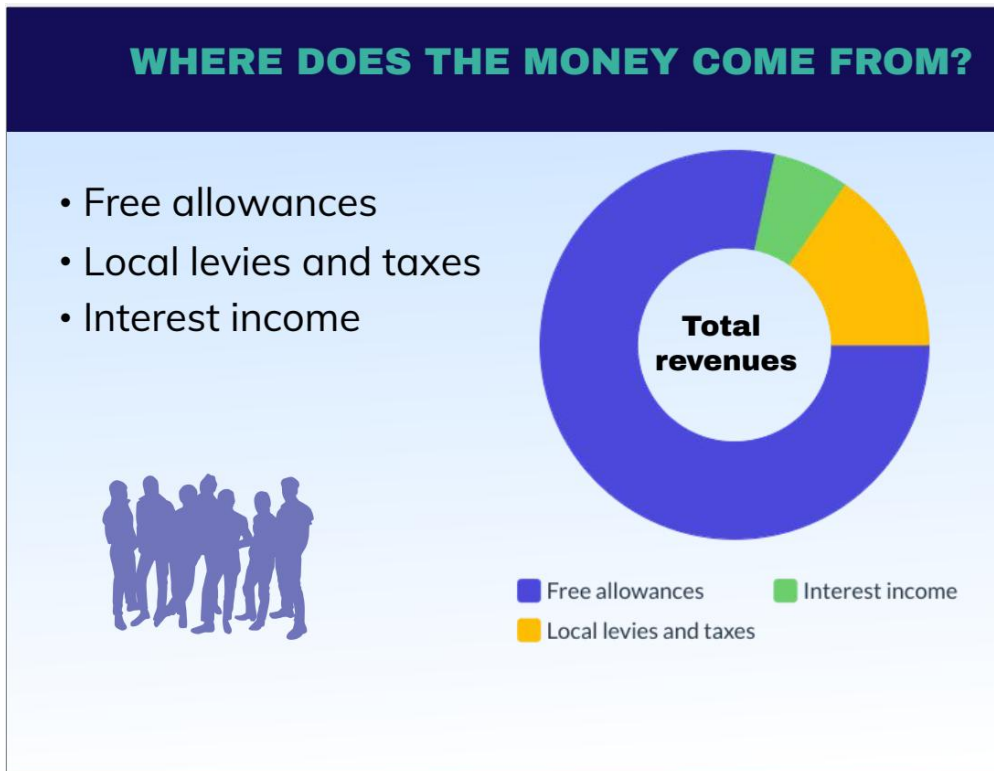
On behalf of Public Entity St. Eustatius,

Ms. M.A.U. Francis

Governor of St. Eustatius



## Infographics





#### Main priorities from the budget

- Investments in GVP school and social housing
- An efficient and pro-active cashflow management
- Statia Day preparation
- Strong social commitment
- Compliance with reporting requirements



## Financial considerations

The starting point is the multi-annual perspective presented in the adopted budget for 2026, covering the years 2026-2029. However, due to developments in the past year, the adopted budget for 2025 has been amended, and now serves as the basis for the years 2026 through 2029. The structural development included in the 2027 budget has been extended through 2029.

The budgeted results are as follows:

| Hoofdfunctie                               | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|--|------------------|------------------------|----------------|----------------|----------------|----------------|
| 0 Algemeen bestuur                         | (6,717,801)      | (11,382,351)           | (11,987,524)   | (12,830,864)   | (12,919,895)   | (13,165,903)   |
| 1 Openbare orde en veiligheid              | (8,255)          | (196,896)              | (243,250)      | (217,047)      | (219,218)      | (221,410)      |
| 2 Verkeer, vervoer en waterstaat           | (3,523,181)      | (2,235,129)            | (2,530,588)    | (2,557,733)    | (2,605,010)    | (2,691,060)    |
| 3 Economische zaken                        | 539,790          | (331,281)              | (375,392)      | (387,146)      | (391,017)      | (394,927)      |
| 4 Onderwijs                                | (402,906)        | (351,393)              | (386,267)      | (439,504)      | (394,031)      | (397,971)      |
| 5 Cultuur en recreatie                     | (1,503,318)      | (1,724,886)            | (1,922,460)    | (1,744,099)    | (1,761,540)    | (1,779,155)    |
| 6 Sociale voorzieningen en maatschappelijk | (1,408,199)      | (1,175,173)            | (1,454,695)    | (1,522,237)    | (1,537,459)    | (1,552,834)    |
| 7 Volksgezondheid                          | (2,603,310)      | (2,394,592)            | (2,741,006)    | (2,823,363)    | (2,851,597)    | (2,880,113)    |
| 8 Ruimtelijke ordening en huisvesting      | (22,299)         | (1,707)                | (78,224)       | (191,806)      | (193,724)      | (195,662)      |
| 9 Financiering en algemene dekkingsmidde   | 19,776,087       | 21,721,223             | 22,366,436     | 22,724,676     | 23,433,423     | 23,696,243     |
| <b>Surplus (deficit)</b>                   | <b>4,126,608</b> | <b>1,927,816</b>       | <b>647,031</b> | <b>10,878</b>  | <b>559,932</b> | <b>417,208</b> |

Throughout the budget for 2026-2029 the following assumptions are included:

- Free allowances are based on the confirmed structural and incidental free allowances together with the expected indexation for these years. *Source: February 2025 circulaire and October 2024 circulaire.*
- Personnel expenses for 2026 have been calculated using the RCN wage structure, implemented in 2024.
- The outstanding vacancies within the government have been allocated to 2026, with a phased approach to filling these positions throughout the year. The full-year effect of these phased vacancies has been included in the 2027 budget.
- Increased expenses for contractors for support with activities of positions not yet filled. Specific vacancies currently filled by contractors have been deducted from the contractors' budget.
- Maintenance expenses have been increased based on the necessity of implementing deferred maintenance on assets acquired with own funds and with funding from special allowances

This budget also includes a cashflow forecast for 2026-2029, based on the free allowances expected during these years. The cashflow forecast 2026-2029 is based on the cashflow forecast for 2025 and uses the information from the budget 2026-2029 to calculate the expected interest income.

Furthermore, the budget includes capital investments for the years 2026-2029, as well as the use of available funds for executing the projects in the designated reserves.

### Budget limitations and constraints

The budget and cash flow projections contained in this document have been prepared based on the available funding rather than the required funding. As a result, OLE is currently unable to execute all necessary investments and make the adjustments needed to ensure that the government operates effectively and efficiently. Based thereon, in this multi-annual budget the investments have been prioritized considering the financial impact on the cash flow.

This limitation affects our ability to fully optimize the functionalities of the government and to deliver the services expected by our constituents. The figures presented herein reflect the financial constraints under which OLE is operating, and it is important to note that they do not fully align with the ideal resource requirements for achieving our strategic objectives and maintaining optimal public service delivery.

The budget for 2026-2029 by economic activity shows the following developments:



|  |   | Actuals<br>2024   | Primary<br>budget 2025 | Budget<br>2026    | Budget<br>2027    | Budget<br>2028    | Budget<br>2029    |
|--|---|-------------------|------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>  | 01 - Free allowances                        | 21,388,430        | 21,973,584             | 22,531,121        | 22,891,008        | 23,601,418        | 23,865,918        |
|  | 02 - Taxes and levies                       | 523,591           | 588,700                | 550,000           | 555,500           | 561,055           | 566,666           |
|  | 03 - Property management income             | 436,767           | 299,840                | 332,838           | 336,167           | 339,528           | 342,924           |
|  | 04 - Airport                                | 362,028           | 398,748                | 392,735           | 396,663           | 400,629           | 404,636           |
|  | 05 - Harbour                                | 2,124,682         | 2,661,135              | 2,437,497         | 2,461,872         | 2,486,490         | 2,511,355         |
|  | 06 - Permits                                | 161,803           | 146,130                | 147,591           | 149,067           | 150,558           | 152,063           |
|  | 07 - Fees and dues                          | 122,451           | 89,675                 | 110,572           | 111,677           | 112,794           | 113,922           |
|  | 08 - Other income                           | 134,555           | 148,000                | 149,950           | 151,450           | 152,964           | 154,494           |
|  | 10 - Waste tax                              | 269,315           | 285,000                | 287,850           | 290,729           | 293,636           | 296,572           |
|  | 11 - Interest income                        | 2,030,109         | 1,588,454              | 1,815,078         | 1,469,320         | 1,484,013         | 1,704,412         |
|  | 12 - Other special income                   | 308,546           | -                      | -                 | -                 | -                 | -                 |
| <b>Total income</b>                                  |   | <b>27,862,277</b> | <b>28,179,266</b>      | <b>28,755,232</b> | <b>28,813,452</b> | <b>29,583,086</b> | <b>30,112,961</b> |
|  | 15 - Special allowances - income            | 22,664,632        | -                      | 30,103,507        | 19,189,989        | 9,482,500         | 2,272,480         |
| <b>Total income (including special allowances)</b>   |   | <b>50,526,909</b> | <b>28,179,266</b>      | <b>58,858,739</b> | <b>48,003,441</b> | <b>39,065,586</b> | <b>32,385,441</b> |
| <b>Lasten</b>  | 20 - Personnel expenses                     | 13,002,236        | 14,491,297             | 15,951,361        | 17,016,031        | 17,124,869        | 17,296,117        |
|  | 21 - Accomodation expenses                  | 1,539,052         | 1,743,690              | 1,901,879         | 1,920,898         | 1,940,107         | 1,959,508         |
|  | 22 - Property management expenses           | 2,321,015         | 3,550,250              | 3,057,633         | 2,888,209         | 2,917,092         | 2,946,262         |
|  | 23 - Office expenses                        | 940,137           | 936,720                | 1,266,339         | 1,120,505         | 1,131,710         | 1,138,384         |
|  | 24 - Representation and communication expen | 863,785           | 806,010                | 1,092,102         | 1,103,023         | 1,114,053         | 1,125,193         |
|  | 25 - Transport expenses                     | 250,865           | 273,500                | 358,876           | 356,405           | 359,969           | 363,568           |
|  | 26 - Depreciation expenses                  | 671,954           | 498,377                | 616,551           | 845,211           | 847,540           | 893,750           |
|  | 27 - General expenses                       | 1,600,591         | 1,302,450              | 1,155,895         | 1,084,381         | 1,095,224         | 1,455,453         |
|  | 28 - Subsidies and financial contributions  | 2,023,123         | 2,277,981              | 2,446,096         | 2,217,432         | 2,239,606         | 2,262,002         |
|  | 30 - Unforeseen                             | 522,910           | 371,175                | 261,470           | 250,479           | 252,984           | 255,514           |
| <b>Total expenses</b>                                |   | <b>23,735,669</b> | <b>26,251,450</b>      | <b>28,108,202</b> | <b>28,802,574</b> | <b>29,023,154</b> | <b>29,695,753</b> |
|  | 35 - Special allowances - expenses          | 22,664,632        | -                      | 30,103,507        | 19,189,989        | 9,482,500         | 2,272,480         |
| <b>Total expenses (including special allowances)</b> |   | <b>46,400,301</b> | <b>26,251,450</b>      | <b>58,211,709</b> | <b>47,992,563</b> | <b>38,505,654</b> | <b>31,968,233</b> |
| <b>Surplus (deficit)</b>                             |   | <b>4,126,608</b>  | <b>1,927,816</b>       | <b>647,031</b>    | <b>10,878</b>     | <b>559,932</b>    | <b>417,208</b>    |

The development of income and expenses will be detailed within the individual budgets per function.





## Policy Budget

### Main Function 0 – General Administration

On our way to a well-governed St. Eustatius

#### *What do we try to achieve?*

We aim to improve governance on St. Eustatius to such a level that the Public Entity is sufficiently capable and equipped to perform its duties in a responsible manner.

#### *How do we want to achieve that?*

The present administration is tasked with overseeing the initiative to restore good governance on St. Eustatius by addressing various disciplines, including:

- Implementing and executing local laws and regulations.
- Implementing and executing internal administrations (financial, civil, personnel).
- Further implementing internal and external processes and procedures (ongoing process).
- Overseeing organizational restructuring by assessing the reorganization and simultaneously developing a strategic human resource plan.
- Investing in human capacity and public education.
- Investing in physical infrastructure.
- Stimulating economic development.
- Promoting a (new) social agenda.
- Overseeing reforms in healthcare.
- Overseeing reforms in education.
  - Further establishing a robust organization with the restoration of democracy as the final objective.
  - Educating civil servants to the desired level of operation in the interest of both the individual and the community in general.
  - The Government Commissioners will oversee the progress and initiatives taken in the interest of the timetable for the return of democracy.
  - Adding inspection and enforcement staff to support policy implementation, including environmental and construction inspectorates.
  - Integrating a PPMO to support the projects that need to be rolled out.

The budget by function is as follows:

|                          | Function | Description                                   | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026      | Budget<br>2027      | Budget<br>2028      | Budget<br>2029      |
|--------------------------|----------|---|--------------------|------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Income</b>            | 002      | Bestuursapparaat                              | 2,042,897          | 1,628,454              | 1,885,478           | 1,540,424           | 1,555,828           | 1,776,945           |
|                          | 003      | Burgerzaken                                   | 125,903            | 91,675                 | 112,592             | 113,718             | 114,855             | 116,003             |
|                          | 020      | Eigendommen niet voor openbare dienst bestemd | 356,533            | 259,840                | 262,438             | 265,063             | 267,713             | 270,391             |
| <b>Income Total</b>      |          |   | <b>2,525,333</b>   | <b>1,979,969</b>       | <b>2,260,508</b>    | <b>1,919,204</b>    | <b>1,938,396</b>    | <b>2,163,339</b>    |
| <b>Expenses</b>          | 001      | Bestuursorganen                               | 1,984,308          | 1,739,183              | 2,309,039           | 2,341,873           | 2,365,292           | 2,388,945           |
|                          | 002      | Bestuursapparaat                              | 6,946,405          | 11,296,876             | 11,522,360          | 12,004,919          | 12,085,691          | 12,529,639          |
|                          | 003      | Burgerzaken                                   | 302,404            | 313,628                | 403,873             | 390,388             | 394,292             | 397,511             |
|                          | 020      | Eigendommen niet voor openbare dienst bestemd | 10,018             | 12,634                 | 12,760              | 12,888              | 13,017              | 13,147              |
| <b>Expenses Total</b>    |          |   | <b>9,243,134</b>   | <b>13,362,320</b>      | <b>14,248,032</b>   | <b>14,750,068</b>   | <b>14,858,291</b>   | <b>15,329,242</b>   |
| <b>Surplus (deficit)</b> |          |   | <b>(6,717,801)</b> | <b>(11,382,351)</b>    | <b>(11,987,524)</b> | <b>(12,830,864)</b> | <b>(12,919,895)</b> | <b>(13,165,903)</b> |



The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026      | Budget<br>2027      | Budget<br>2028      | Budget<br>2029      |
|--------------------------|--|--------------------|------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Income</b>            | 02 - Taxes and levies                          | 6,021              | -                      | -                   | -                   | -                   | -                   |
|                          | 03 - Property management income                | 357,429            | 299,840                | 332,838             | 336,167             | 339,528             | 342,924             |
|                          | 05 - Harbour                                   | 11                 | -                      | -                   | -                   | -                   | -                   |
|                          | 06 - Permits                                   | 3,261              | 2,000                  | 2,020               | 2,040               | 2,061               | 2,081               |
|                          | 07 - Fees and dues                             | 122,477            | 89,675                 | 110,572             | 111,677             | 112,794             | 113,922             |
|                          | 08 - Other income                              | 6,025              | -                      | -                   | -                   | -                   | -                   |
|                          | 11 - Interest income                           | 2,030,109          | 1,588,454              | 1,815,078           | 1,469,320           | 1,484,013           | 1,704,412           |
| <b>Income Total</b>      |  | <b>2,525,333</b>   | <b>1,979,969</b>       | <b>2,260,508</b>    | <b>1,919,204</b>    | <b>1,938,396</b>    | <b>2,163,339</b>    |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 5,575,139          | 8,803,338              | 9,336,982           | 10,015,622          | 10,054,456          | 10,155,000          |
|                          | 21 - Accommodation expenses                    | 940,289            | 1,134,090              | 1,442,447           | 1,456,872           | 1,471,441           | 1,486,155           |
|                          | 22 - Property management expenses              | 157,123            | 620,500                | 279,420             | 282,214             | 285,036             | 287,886             |
|                          | 23 - Office expenses                           | 755,760            | 667,220                | 905,416             | 790,639             | 798,545             | 801,888             |
|                          | 24 - Representation and communication expenses | 733,608            | 708,260                | 936,399             | 945,763             | 955,221             | 964,773             |
|                          | 25 - Transport expenses                        | 28,004             | 30,250                 | 57,494              | 52,008              | 52,529              | 53,054              |
|                          | 26 - Depreciation expenses                     | 119,025            | 220,399                | 253,551             | 253,307             | 277,885             | 258,398             |
|                          | 27 - General expenses                          | 996,039            | 1,024,200              | 913,536             | 839,598             | 847,994             | 1,205,750           |
|                          | 28 - Subsidies and financial contributions     | 27,988             | 4,750                  | 54,818              | 55,366              | 55,919              | 56,479              |
|                          | 30 - Unforeseen                                | (89,841)           | 149,314                | 67,970              | 58,680              | 59,266              | 59,859              |
| <b>Expenses Total</b>    |  | <b>9,243,134</b>   | <b>13,362,320</b>      | <b>14,248,032</b>   | <b>14,750,068</b>   | <b>14,858,291</b>   | <b>15,329,242</b>   |
| <b>Surplus (deficit)</b> |  | <b>(6,717,801)</b> | <b>(11,382,351)</b>    | <b>(11,987,524)</b> | <b>(12,830,864)</b> | <b>(12,919,895)</b> | <b>(13,165,903)</b> |

The total income for 2026 is lower than the 2025 budget and takes into account the trend in the realization of 2024 and 2025. The primary source of income is land tax, which is budgeted at USD256K. In addition, the property management income includes USD77K in rent from buildings and land.

The interest income is lower than the realization of 2025 and is based on the liquidity position of the interest earning bank accounts. In 2026 it is expected that the projects financed through special allowances will be executed, which will lower the average outstanding balance and therefore reduce the interest income. Refer to the cashflow statement for the calculation of the interest income over the years.

Compared to the budget 2025 the interest income is higher as in no movement was taken into account with regard to special allowances. The calculation method has been updated to reflect the estimated movements. Refer to the table of special allowances.

The total expenses have increased by USD885K compared to the 2025 budget. The main changes (> USD100K) in the expenses in 2026 compared to 2025 consist of:

Personnel expenses – increase of USD534K

- Increase in salaries and social premiums of USD48K, consistent with the additional outstanding vacancies, tempered by the recharge of personnel assigned to projects financed through special allowances.
- Increase in training expenses of USD106K, consisting among others of training to obtain certification as CMC and MMC at the International Institute for Municipal Clerks, upgrade of employees in disaster management, integrity awareness and other courses to be in compliance with regulations.

Accommodation expenses – increase of USD308K

- Increase in rental space of USD123K, resulting from additional space rented, including a space for the Integrity Unit.
- Increase in maintenance of buildings of USD48K, both exterior and interior maintenance of rented and owned buildings.
- Increase in cleaning expenses of USD47K, related to the cleanup of the old archive and safeguarding of the documentation.
- Increase in security expenses of USD72K, due to the transport of government income to the bank and additional security of premises.



Property management expenses – decrease of USD341K

- Decrease of other operational expenses by USD335K, based on the realization of 2024 and 2025.

Office expenses – increase of USD238K

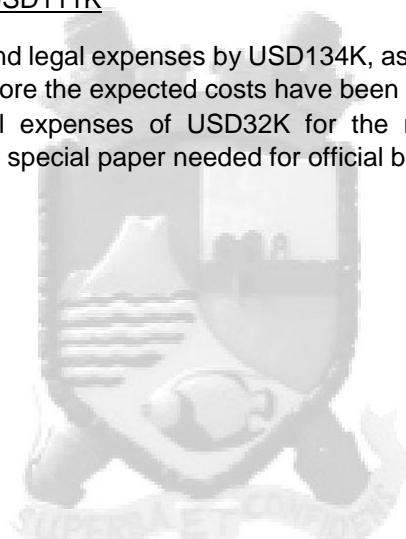
- Increase in maintenance of equipment of USD69K, specifically the maintenance of air-conditioning units for the rented and owned premises.
- Increase in automation expenses of USD111K, comprising the increased expenses for the service contract for the accounting software and the Microsoft Office licenses, based on the latest contracts.

Representation and communication expenses – increase of USD228K

- Increase in travel and accommodation expenses of USD146K, based on the analysis of the 2024 and 2025 realization figures and consultation with the budget holders.
- Increase in representation expenses of USD117K, due to the expected increase in meetings and conventions with European and Caribbean counterparts, as well as teambuilding within the departments.

General expenses – decrease of USD111K

- Decrease of consultants and legal expenses by USD134K, as the court filings were resolved in 2024 and 2025, and therefore the expected costs have been decreased to reflect this.
- Increase of other general expenses of USD32K for the replacement of smaller existing equipment and to resupply special paper needed for official business.





## Function 001 Bestuursorganen (Administrative organs)

### What do we try to achieve?

We aim to improve the governance on St. Eustatius to such a level that the Public Entity is sufficiently capable and equipped to perform its duties in a responsible manner. This is the point of departure of the law: 'de Wet herstel voorzieningen St. Eustatius'.

### What do we do to get results?

The present administration is tasked with overseeing the initiative to restore good governance on St. Eustatius by addressing various disciplines, including:

- Improving and updating local laws and regulations.
- Improving internal administrations (financial, civil, personnel and land registry (*Kadaster*)).
- Improving internal and external processes and procedures.
- Overseeing organizational restructuring.
- Investing in human capacity and public education.
- Investing in physical infrastructure.
- Stimulating economic development.
- Promoting a (new) social agenda.
- Overseeing reforms in healthcare.
- Overseeing reforms in education.

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Expenses</b>                                |                    |                        |                    |                    |                    |                    |
| 20 - Personnel expenses                        | 996,668            | 995,051                | 1,437,227          | 1,486,273          | 1,501,136          | 1,516,147          |
| 21 - Accomodation expenses                     | 24,476             | 40,000                 | 32,900             | 33,229             | 33,561             | 33,897             |
| 22 - Property management expenses              | 95,650             | 32,000                 | 32,165             | 32,487             | 32,812             | 33,140             |
| 23 - Office expenses                           | 38,840             | 17,000                 | 25,240             | 25,492             | 25,747             | 26,004             |
| 24 - Representation and communication expenses | 522,542            | 404,750                | 491,858            | 496,776            | 501,744            | 506,761            |
| 25 - Transport expenses                        | 5,352              | 3,500                  | 7,088              | 7,159              | 7,230              | 7,303              |
| 26 - Depreciation expenses                     | 21,900             | 38,632                 | 35,000             | 10,969             | 11,079             | 11,190             |
| 27 - General expenses                          | 320,791            | 204,250                | 233,503            | 235,288            | 237,640            | 240,017            |
| 28 - Subsidies and financial contributions     | -                  | 4,000                  | 14,060             | 14,201             | 14,343             | 14,486             |
| 30 - Unforeseen                                | (41,910)           | -                      | -                  | -                  | -                  | -                  |
| <b>Expenses Total</b>                          | <b>1,984,308</b>   | <b>1,739,183</b>       | <b>2,309,039</b>   | <b>2,341,873</b>   | <b>2,365,292</b>   | <b>2,388,945</b>   |
| <b>Surplus (deficit)</b>                       | <b>(1,984,308)</b> | <b>(1,739,183)</b>     | <b>(2,309,039)</b> | <b>(2,341,873)</b> | <b>(2,365,292)</b> | <b>(2,388,945)</b> |

The total expenses have increased by USD570K.

### Personnel expenses – increase of USD442K

The increase in gross salaries and social premiums results from 17.5 fixed positions and 3 vacancies, phased in throughout 2026, with the full year effect included in 2027. In addition, training expenses have decreased by USD55K, and third-party contractors have decreased by USD128K. The vacancy for integrity coordinator, currently filled by a third party, has been reduced from the third-party expenses to reflect the net expense.

### Representation and communication expenses – increase of USD87K

Representation expenses have increased by USD69K, following expected costs for attendance of planned summits and increased meetings with counterparts in the Netherlands and the Caribbean.



## Function 002 Bestuursapparaten (Administrative instruments)

*What do we try to achieve?*

- Provide direction to the civil service core.
- Provide expertise and (overhead) support to the institutions of governance and the rest of the organization.

*What do we do to get results?*

- Supporting the legislative and executive functions of government.
- Centralizing certain shared services (e.g., IT, Central Purchase, Personnel affairs, Finance, GIS).
- Upgrading equipment, networks, and software (e.g. new IT network, AFAS implementation).
- Training of civil servants.
- Describing a policy framework for the Public Entity.
- Upgrading existing and introducing new policies.
- Updating outdated ordinances.
- Implementing internal controls and (new) work procedures.
- Designing and implementing multi-annual training programs for civil servants and politicians.
- Improving financial management.

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027      | Budget<br>2028      | Budget<br>2029      |
|--|--------------------|------------------------|--------------------|---------------------|---------------------|---------------------|
| <b>Income</b>                                  |                    |                        |                    |                     |                     |                     |
| 01 - Free allowances                           | -                  | -                      | -                  | -                   | -                   | -                   |
| 02 - Taxes and levies                          | 6,006              | -                      | -                  | -                   | -                   | -                   |
| 03 - Property management income                | 896                | 40,000                 | 70,400             | 71,104              | 71,815              | 72,533              |
| 04 - Airport                                   | -                  | -                      | -                  | -                   | -                   | -                   |
| 05 - Harbour                                   | 8                  | -                      | -                  | -                   | -                   | -                   |
| 06 - Permits                                   | 3                  | -                      | -                  | -                   | -                   | -                   |
| 08 - Other income                              | 5,875              | -                      | -                  | -                   | -                   | -                   |
| 11 - Interest income                           | 2,030,109          | 1,588,454              | 1,815,078          | 1,469,320           | 1,484,013           | 1,704,412           |
| 12 - Other special income                      | -                  | -                      | -                  | -                   | -                   | -                   |
| <b>Income Total</b>                            | <b>2,042,897</b>   | <b>1,628,454</b>       | <b>1,885,478</b>   | <b>1,540,424</b>    | <b>1,555,828</b>    | <b>1,776,945</b>    |
| <b>Expenses</b>                                |                    |                        |                    |                     |                     |                     |
| 20 - Personnel expenses                        | 4,429,091          | 7,683,939              | 7,717,954          | 8,380,729           | 8,403,214           | 8,487,247           |
| 21 - Accomodation expenses                     | 882,593            | 1,085,090              | 1,324,591          | 1,337,837           | 1,351,216           | 1,364,728           |
| 22 - Property management expenses              | 26,132             | 560,500                | 226,663            | 228,929             | 231,219             | 233,531             |
| 23 - Office expenses                           | 691,560            | 573,220                | 822,486            | 706,880             | 713,949             | 716,446             |
| 24 - Representation and communication expenses | 187,125            | 285,510                | 429,632            | 433,928             | 438,267             | 442,650             |
| 25 - Transport expenses                        | 22,174             | 24,250                 | 42,281             | 36,643              | 37,010              | 37,380              |
| 26 - Depreciation expenses                     | 87,498             | 171,633                | 208,317            | 232,000             | 256,365             | 236,663             |
| 27 - General expenses                          | 661,996            | 764,700                | 653,760            | 560,298             | 565,901             | 921,560             |
| 28 - Subsidies and financial contributions     | 27,988             | 750                    | 40,758             | 41,165              | 41,577              | 41,992              |
| 30 - Unforeseen                                | (69,753)           | 147,284                | 55,920             | 46,509              | 46,974              | 47,444              |
| <b>Expenses Total</b>                          | <b>6,946,405</b>   | <b>11,296,876</b>      | <b>11,522,360</b>  | <b>12,004,919</b>   | <b>12,085,691</b>   | <b>12,529,639</b>   |
| <b>Surplus (deficit)</b>                       | <b>(4,903,507)</b> | <b>(9,668,422)</b>     | <b>(9,636,882)</b> | <b>(10,464,495)</b> | <b>(10,529,863)</b> | <b>(10,752,694)</b> |

The income consists of the rental income from land and buildings, as well as interest income.

The interest income shows an increase of USD226K compared to the budget and is based on the calculated interest on the average monthly balance of interest-bearing bank accounts. Refer to the cash flow statement for the underlying analysis. In comparison with 2024, this category shows a decrease of USD215K.



The total expenses for 2026 have increased by USD225K compared to 2025.

Personnel expenses – increase of USD34K

For 2026, there are 47.5 vacancies, which are phased into 2026, with the full year effect recorded in 2027. A total of 26 FTEs in fixed positions and vacancies are assigned specifically to projects financed through special allowances. This results in a net decrease of USD214K.

The budget for training has been increased by USD171K and includes upgrade for employees in calamity training and other professional development.

Contractors and third-party expenses have increased by USD74K, after the deduction of the vacancy for the Finance unit manager, currently filled by a third party. For 2026, additional expenses for the financial experts are also included in this function and will be decreased in 2027.

Accommodation expenses – increase of USD240K

- Increase in rental space of USD123K, resulting from additional space rented, among others a space for the Integrity Unit.
- Increase in maintenance of buildings of USD52K, both exterior and interior maintenance of rented and owned buildings.
- Increase in cleaning expenses of USD44K, related to the cleanup of the old archive and safeguarding of the documentation.

Property management expenses – decrease of USD334K

- Decrease of other operational expenses by USD334K, based on the realization of 2024 and 2025.

Office expenses – increase of USD249K

- Increase in maintenance of equipment of USD64K, specifically the maintenance of air-conditioning units for the rented and owned premises.
- Increase in automation expenses of USD136K, comprising the increased expenses for the service contract for the accounting software and the Microsoft Office licenses, based on the latest contracts.

General expenses – decrease of USD111K

- Decrease of consultants and legal expenses by USD154K, as the court filings were resolved in 2024 and 2025, and therefore the expected costs have been decreased to reflect this.
- Increase of other general expenses of USD59K for the replacement of smaller existing equipment and resupply of special paper needed for official business.



## Function 003 Burgerzaken (Civil Register)

*What do we try to achieve?*

- Offer optimal Civil Registry services to the public.

*What do we do to get results?*

- Safeguard valuable data and (historical) documents.
- Analyze the cleanup of the registry office already performed.
- Complete the digitalization of the census, including the archives.
- Issue passport and Identification cards.
- Complete digitalization of maps and registry of street names.
- Continued training.
- Sustain ongoing support by Centric.

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>            | 02 - Taxes and levies                          | 15               | -                      | -                | -                | -                | -                |
|                          | 05 - Harbour                                   | 3                | -                      | -                | -                | -                | -                |
|                          | 06 - Permits                                   | 3,258            | 2,000                  | 2,020            | 2,040            | 2,061            | 2,081            |
|                          | 07 - Fees and dues                             | 122,477          | 89,675                 | 110,572          | 111,677          | 112,794          | 113,922          |
|                          | 08 - Other income                              | 150              | -                      | -                | -                | -                | -                |
| <b>Income Total</b>      |  | <b>125,903</b>   | <b>91,675</b>          | <b>112,592</b>   | <b>113,718</b>   | <b>114,855</b>   | <b>116,003</b>   |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 149,381          | 124,348                | 181,801          | 148,619          | 150,105          | 151,606          |
|                          | 21 - Accommodation expenses                    | 33,193           | 9,000                  | 84,956           | 85,806           | 86,664           | 87,530           |
|                          | 22 - Property management expenses              | 35,340           | 28,000                 | 20,592           | 20,798           | 21,006           | 21,216           |
|                          | 23 - Office expenses                           | 25,360           | 77,000                 | 57,690           | 58,267           | 58,850           | 59,438           |
|                          | 24 - Representation and communication expenses | 23,940           | 18,000                 | 14,910           | 15,059           | 15,210           | 15,362           |
|                          | 25 - Transport expenses                        | 114              | -                      | 5,600            | 5,656            | 5,713            | 5,770            |
|                          | 27 - General expenses                          | 13,252           | 55,250                 | 26,274           | 44,013           | 44,453           | 44,174           |
|                          | 30 - Unforeseen                                | 21,822           | 2,030                  | 12,050           | 12,171           | 12,293           | 12,415           |
| <b>Expenses Total</b>    |  | <b>302,404</b>   | <b>313,628</b>         | <b>403,873</b>   | <b>390,388</b>   | <b>394,292</b>   | <b>397,511</b>   |
| <b>Surplus (deficit)</b> |  | <b>(176,501)</b> | <b>(221,953)</b>       | <b>(291,281)</b> | <b>(276,670)</b> | <b>(279,437)</b> | <b>(281,508)</b> |

The income has increased by USD21K compared to 2025 and is based on the developments in 2024 and 2025.

The total expenses for 2026 have increased by USD90K compared to 2025.

### Personnel expenses – increase of USD57K

- The increase results from additional budget for third-party expenses regarding advice needed on systems and processes.

### Accommodation expenses – increase of USD75K

- The increase results mainly from increased security costs for the transport of cash from government premises to banks, as well as securing the government premises.

### General expenses – decrease of USD29K

- The decrease in general expenses compared to 2025 budget is primarily to align with the realization of 2024 and 2025.



## Function 020 Eigendommen niet voor openbare dienst bestemd

*What do we try to achieve?*

- Complete the implementation of the land lease database management system.
- Bill and collect land lease fees.

*What do we do to get results?*

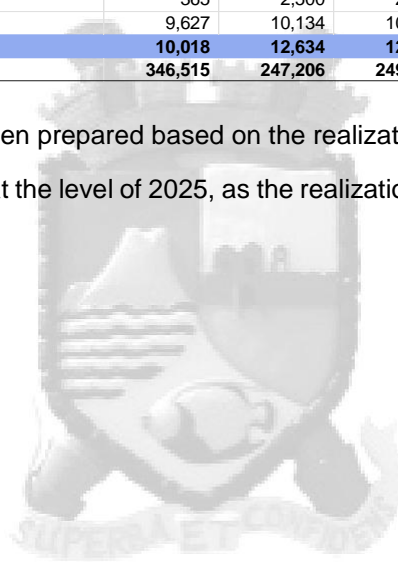
- Improve the information on contracts and commitments related to land lease, and other leased properties.
- Introduce new land lease rates, in phases.
- Complete and timely billing of land lease fees and income from rental properties.
- Ensure timely collection of land lease fees and income from rental properties.

The budget by economic activity is as follows:

| Description                                   | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|---|-----------------|------------------------|----------------|----------------|----------------|----------------|
| <b>Income</b> 03 - Property management income | 356,533         | 259,840                | 262,438        | 265,063        | 267,713        | 270,391        |
| <b>Income Total</b>                           | <b>356,533</b>  | <b>259,840</b>         | <b>262,438</b> | <b>265,063</b> | <b>267,713</b> | <b>270,391</b> |
| <b>Expenses</b> 21 - Accomodation expenses    | 27              | -                      | -              | -              | -              | -              |
| 25 - Transport expenses                       | 365             | 2,500                  | 2,525          | 2,550          | 2,576          | 2,602          |
| 26 - Depreciation expenses                    | 9,627           | 10,134                 | 10,235         | 10,338         | 10,441         | 10,545         |
| <b>Expenses Total</b>                         | <b>10,018</b>   | <b>12,634</b>          | <b>12,760</b>  | <b>12,888</b>  | <b>13,017</b>  | <b>13,147</b>  |
| <b>Surplus (deficit)</b>                      | <b>346,515</b>  | <b>247,206</b>         | <b>249,678</b> | <b>252,175</b> | <b>254,697</b> | <b>257,244</b> |

The budget for this function has been prepared based on the realizations of 2024 and 2025.

The income has been maintained at the level of 2025, as the realization of 2024 includes an adjustment related to prior years.





## Main Function 1 – Public Order and Safety

On our way to adequate prevention of, and response to, (natural) disasters

*What do we try to achieve?*

- A Police Force that is ready to support the Island Governor in ensuring public order and safety.
- A Fire Brigade whose priorities are aligned with the most effective methods for tackling fire accidents or accidents at the airport.
- A disaster management team that is trained, equipped, and ready to support the community in times of natural and other disasters.

The budget by function is as follows:

| Function                 | Description       | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|-------------------|-----------------|------------------------|------------------|------------------|------------------|------------------|
| Expenses 130             | Rampenbestrijding | 8,255           | 196,896                | 243,250          | 217,047          | 219,218          | 221,410          |
| <b>Expenses Total</b>    |                   | <b>8,255</b>    | <b>196,896</b>         | <b>243,250</b>   | <b>217,047</b>   | <b>219,218</b>   | <b>221,410</b>   |
| <b>Surplus (deficit)</b> |                   | <b>(8,255)</b>  | <b>(196,896)</b>       | <b>(243,250)</b> | <b>(217,047)</b> | <b>(219,218)</b> | <b>(221,410)</b> |

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|-----------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b>                                |                 |                        |                  |                  |                  |                  |
| 20 - Personnel expenses                        | -               | 118,029                | 100,928          | 101,937          | 102,957          | 103,986          |
| 21 - Accommodation expenses                    | -               | -                      | 6,600            | 6,666            | 6,733            | 6,800            |
| 22 - Property management expenses              | -               | 5,000                  | 8,800            | 8,888            | 8,977            | 9,067            |
| 23 - Office expenses                           | 1,088           | 50,000                 | 57,080           | 32,651           | 32,977           | 33,307           |
| 24 - Representation and communication expenses | -               | 11,000                 | 21,170           | 21,382           | 21,596           | 21,811           |
| 25 - Transport expenses                        | 699             | 1,000                  | 3,250            | 3,283            | 3,315            | 3,348            |
| 26 - Depreciation expenses                     | 6,703           | 4,000                  | 7,172            | 7,244            | 7,316            | 7,389            |
| 27 - General expenses                          | 15              | 6,750                  | 24,750           | 24,998           | 25,247           | 25,500           |
| 30 - Unforeseen                                | (249)           | 1,117                  | 13,500           | 10,000           | 10,100           | 10,201           |
| <b>Expenses Total</b>                          | <b>8,255</b>    | <b>196,896</b>         | <b>243,250</b>   | <b>217,047</b>   | <b>219,218</b>   | <b>221,410</b>   |
| <b>Surplus (deficit)</b>                       | <b>(8,255)</b>  | <b>(196,896)</b>       | <b>(243,250)</b> | <b>(217,047)</b> | <b>(219,218)</b> | <b>(221,410)</b> |

Function 1 has no income.

The total expenses for 2026 have increased by USD46K compared to 2025.

### Personnel expenses – decrease of USD17K

- Personnel expenses have decreased primarily because third-party expenses for this function have decreased.

### Accommodation expenses – increase of USD7K

- The increase is due to the purchase of licenses to ensure compliance with the regulations related to disaster management.

### Representation and communication expenses – increase of USD10K

The increase is related to travel expenses for exercises conducted under the Crisis and Calamity plan.

### General expenses – increase of USD18K

The increase relates to the expected expenses for exercises related to the Crisis and Calamity plan and consultant expenses for relevant advice.



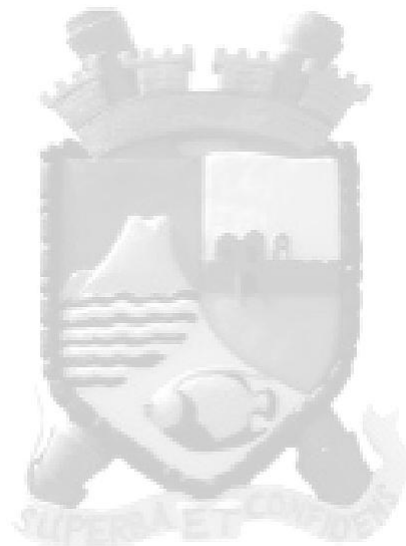
## Function 130 Rampenbestrijding (Disaster Management)

*What do we try to achieve?*

- A disaster management team that is trained, equipped, and ready to support the community in times of natural and other disasters.

*What do we do to get results?*

- Purchase furniture, equipment, and supplies for the new Statia Emergency Organization Center (SEOC).
- Purchase of communication equipment.
- Provide training and workshops.
- Complete the disaster management policy plan.
- Provide stipends to SEOC members.





## Main Function 2 – Traffic, Transportation, and Water Management

On our way to an accessible, safe and a well-maintained St. Eustatius

*What do we try to achieve?*

An accessible, safe, well-maintained public space.

*How do we want to achieve that?*

- Implementation of erosion control measures.
- Several individual projects will focus on erosion control that align with the nature and environmental implementation agenda.

The policy is therefore primarily focused on safety, partly because the OLE is in the development and construction phase regarding the management and maintenance of the public spaces. In addition, the OLE strives for the sustainable improvement of the living environment and the mitigation of environmental pollution. These objectives apply to all areas, particularly street sweeping and verge maintenance.

Finally, the various functions of the public space are taken into account, such as accessibility to and from the island (Harbor and Airport), the historic center of Oranjestad, and the tourist character of Orange Bay. Naturally, the preservation and/or strengthening of various cultural and natural values of the island are also key considerations.

The financial consequences of the various projects are further discussed in the tables and function paragraphs below.

The budget by function is as follows:

|                          | Function | Description                 | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|----------|-----------------------------|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 200      | Algemeen beheer DROB        | 82,990             | -                      | -                  | -                  | -                  | -                  |
|                          | 210      | Wegen straten en pleinen    | 353,479            | 456,750                | 400,000            | 404,000            | 408,040            | 412,120            |
|                          | 220      | Zeehaven                    | 2,123,353          | 2,661,135              | 2,418,297          | 2,442,480          | 2,466,904          | 2,491,573          |
|                          | 230      | Luchtvaart                  | 362,072            | 398,748                | 392,735            | 396,663            | 400,629            | 404,636            |
| <b>Income Total</b>      |          |                             | <b>2,921,894</b>   | <b>3,516,633</b>       | <b>3,211,032</b>   | <b>3,243,142</b>   | <b>3,275,574</b>   | <b>3,308,330</b>   |
| <b>Expenses</b>          | 200      | Algemeen beheer DROB        | 2,376,235          | 2,277,850              | 2,101,169          | 2,096,664          | 2,121,831          | 2,143,049          |
|                          | 210      | Wegen straten en pleinen    | 351,431            | 307,676                | 179,893            | 181,692            | 183,509            | 185,344            |
|                          | 211      | Verkeersmaatregelen te land | 4,609              | 7,500                  | 7,575              | 7,651              | 7,727              | 7,805              |
|                          | 220      | Zeehaven                    | 690,587            | 696,559                | 726,759            | 773,774            | 781,512            | 804,327            |
|                          | 230      | Luchtvaart                  | 3,022,213          | 2,462,177              | 2,726,224          | 2,741,094          | 2,786,005          | 2,858,865          |
| <b>Expenses Total</b>    |          |                             | <b>6,445,075</b>   | <b>5,751,762</b>       | <b>5,741,620</b>   | <b>5,800,875</b>   | <b>5,880,584</b>   | <b>5,999,390</b>   |
| <b>Surplus (deficit)</b> |          |                             | <b>(3,523,181)</b> | <b>(2,235,129)</b>     | <b>(2,530,588)</b> | <b>(2,557,733)</b> | <b>(2,605,010)</b> | <b>(2,691,060)</b> |



The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 02 - Taxes and levies                          | 353,963            | 456,750                | 400,000            | 404,000            | 408,040            | 412,120            |
|                          | 03 - Property management income                | 79,038             | -                      | -                  | -                  | -                  | -                  |
|                          | 04 - Airport                                   | 362,028            | 398,748                | 392,735            | 396,663            | 400,629            | 404,636            |
|                          | 05 - Harbour                                   | 2,123,691          | 2,661,135              | 2,418,297          | 2,442,480          | 2,466,904          | 2,491,573          |
|                          | 07 - Fees and dues                             | (41)               | -                      | -                  | -                  | -                  | -                  |
|                          | 08 - Other income                              | 3,614              | -                      | -                  | -                  | -                  | -                  |
|                          | 08 - Other income                              | (399)              | -                      | -                  | -                  | -                  | -                  |
| <b>Income Total</b>      |  | <b>2,921,894</b>   | <b>3,516,633</b>       | <b>3,211,032</b>   | <b>3,243,142</b>   | <b>3,275,574</b>   | <b>3,308,330</b>   |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 5,096,248          | 3,659,649              | 4,017,626          | 4,111,707          | 4,152,824          | 4,194,353          |
|                          | 21 - Accomodation expenses                     | 442,330            | 387,000                | 370,395            | 374,099            | 377,840            | 381,618            |
|                          | 22 - Property management expenses              | 389,694            | 1,094,750              | 695,279            | 652,231            | 658,754            | 665,341            |
|                          | 23 - Office expenses                           | 117,895            | 161,500                | 189,555            | 181,785            | 183,602            | 185,438            |
|                          | 24 - Representation and communication expenses | 39,285             | 75,000                 | 68,185             | 68,867             | 69,556             | 70,251             |
|                          | 25 - Transport expenses                        | 163,092            | 197,750                | 201,938            | 203,957            | 205,996            | 208,056            |
|                          | 26 - Depreciation expenses                     | 238,110            | 162,613                | 189,651            | 199,148            | 222,839            | 285,067            |
|                          | 27 - General expenses                          | -                  | 13,500                 | 8,992              | 9,082              | 9,173              | 9,264              |
|                          | 28 - Subsidies and financial contributions     | 145                | -                      | -                  | -                  | -                  | -                  |
|                          | 30 - Unforeseen                                | (41,726)           | -                      | -                  | -                  | -                  | -                  |
|                          | <b>Expenses Total</b>                          |                    | <b>6,445,075</b>       | <b>5,751,762</b>   | <b>5,741,620</b>   | <b>5,800,875</b>   | <b>5,880,584</b>   |
| <b>Surplus (deficit)</b> |  | <b>(3,523,181)</b> | <b>(2,235,129)</b>     | <b>(2,530,588)</b> | <b>(2,557,733)</b> | <b>(2,605,010)</b> | <b>(2,691,060)</b> |

The income of function 2 consists mainly of revenue generated by the airport and the harbor. The budget of 2026 is based on the development of 2024 and 2025, taking into account specific circumstances related to the harbor.

The budgeted income for the harbor amounts to USD2.4 million. Up until 2025, the current developments regarding the oil transshipment industry and the trend in revenue realization indicated a slowdown. This trend has persisted over several years.

For 2024 onwards, ambitious targets were set in relation to the increase in the volume of harbor traffic. However, these targets were not realized. In 2026, additional revenue is expected from increased vessel movement related to the construction of the marina at Saba. Transport will also go through Sint Eustatius and is expected to generate additional revenue. Once the project in Saba is finalized, current changes in registration of vessels and collection of invoices are expected to maintain the revenue level for the years 2026-2028.

The income for the airport is in line with the revenue development of 2024 and 2025.

The total expenses for 2026 have decreased by USD10K compared to 2026.

#### Personnel expenses – increase of USD358K

The increase in personnel expenses is due to the effect of applying the RCN wage structure. In addition, there are 26 vacancies, which have been included as 14.5 FTEs throughout the year. The vacancies include key positions such as directors, unit managers, and other senior positions.

#### Property management expenses – decrease of USD399K

Accommodation expenses have decreased to reflect the trend in actual expenses during 2023 and 2024.



## Function 200, PWS, Werkplaats & Onderhoud

### What do we try to achieve?

Within the spectrum of all responsibilities, the department will focus on achieving the following key initiatives during the period 2026 through 2029:

- Support the execution of the programs and plans of other functions within the ENI by providing human resources, technical skills, and other expertise.

### What do we do to get results?

- Maintenance of government and public spaces.

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 03 - Property management income                | 79,038             | -                      | -                  | -                  | -                  | -                  |
|                          | 05 - Harbour                                   | 338                | -                      | -                  | -                  | -                  | -                  |
|                          | 08 - Other income                              | 3,614              | -                      | -                  | -                  | -                  | -                  |
| <b>Income Total</b>      |  | <b>82,990</b>      | <b>-</b>               | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 2,107,018          | 1,535,569              | 1,567,998          | 1,608,162          | 1,624,244          | 1,640,486          |
|                          | 21 - Accomodation expenses                     | 92,085             | 20,000                 | 20,200             | 20,402             | 20,606             | 20,812             |
|                          | 22 - Property management expenses              | 57,738             | 539,000                | 350,357            | 303,861            | 306,899            | 309,968            |
|                          | 23 - Office expenses                           | 11,425             | 39,000                 | 24,390             | 24,634             | 24,880             | 25,129             |
|                          | 24 - Representation and communication expenses | 11,432             | 4,000                  | 4,040              | 4,080              | 4,121              | 4,162              |
|                          | 25 - Transport expenses                        | 99,830             | 137,000                | 130,870            | 132,179            | 133,500            | 134,835            |
|                          | 26 - Depreciation expenses                     | 3,731              | 3,281                  | 3,314              | 3,347              | 7,580              | 7,656              |
|                          | 30 - Unforeseen                                | (7,024)            | -                      | -                  | -                  | -                  | -                  |
| <b>Expenses Total</b>    |  | <b>2,376,235</b>   | <b>2,277,850</b>       | <b>2,101,169</b>   | <b>2,096,664</b>   | <b>2,121,831</b>   | <b>2,143,049</b>   |
| <b>Surplus (deficit)</b> |  | <b>(2,293,245)</b> | <b>(2,277,850)</b>     | <b>(2,101,169)</b> | <b>(2,096,664)</b> | <b>(2,121,831)</b> | <b>(2,143,049)</b> |
|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
| <b>Income</b>            | 02 - Taxes and levies                          | 353,919            | 456,750                | 400,000            | 404,000            | 408,040            | 412,120            |
|                          | 07 - Fees and dues                             | (41)               | -                      | -                  | -                  | -                  | -                  |
|                          | 10 - Waste tax                                 | (399)              | -                      | -                  | -                  | -                  | -                  |
| <b>Income Total</b>      |  | <b>353,479</b>     | <b>456,750</b>         | <b>400,000</b>     | <b>404,000</b>     | <b>408,040</b>     | <b>412,120</b>     |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 40,533             | -                      | -                  | -                  | -                  | -                  |
|                          | 21 - Accomodation expenses                     | 9,569              | 4,000                  | 4,040              | 4,080              | 4,121              | 4,162              |
|                          | 22 - Property management expenses              | 149,839            | 246,500                | 115,605            | 116,761            | 117,929            | 119,108            |
|                          | 23 - Office expenses                           | 618                | 6,000                  | 6,060              | 6,121              | 6,182              | 6,244              |
|                          | 24 - Representation and communication expenses | 75                 | 4,500                  | 4,545              | 4,590              | 4,636              | 4,683              |
|                          | 25 - Transport expenses                        | 33,818             | 16,500                 | 19,165             | 19,357             | 19,550             | 19,746             |
|                          | 26 - Depreciation expenses                     | 120,388            | 30,176                 | 30,478             | 30,783             | 31,090             | 31,401             |
|                          | 30 - Unforeseen                                | (3,409)            | -                      | -                  | -                  | -                  | -                  |
| <b>Expenses Total</b>    |  | <b>351,431</b>     | <b>307,676</b>         | <b>179,893</b>     | <b>181,692</b>     | <b>183,509</b>     | <b>185,344</b>     |
| <b>Surplus (deficit)</b> |  | <b>2,048</b>       | <b>149,074</b>         | <b>220,107</b>     | <b>222,308</b>     | <b>224,531</b>     | <b>226,777</b>     |

The total expenses for 2026 have decreased by USD127K compared to 2025.

### Personnel expenses – increase of USD32K

Personnel expenses increased by USD32K and consists of 26 fixed positions and 3 vacancies, with the full -year effect of 1 FTE included in 2027.

### Property management expenses – decrease of USD188K

Property management expenses have been decreased to reflect the expected costs for cleaning and maintenance throughout OLE, using third parties to address the lack in workforce and materials. This is based on arrangements made and anticipated use of third-party workforce. Although the realization of 2024 was lower than budgeted, expectations for 2025 and 2026 are that the budgets will be achieved in line with the plans made for these years in the context of Statia Day.



## Function 210 Wegen, straten en pleinen

*What do we try to achieve?*

- Road repairs.
- Road reconstruction.
- Improved road safety.
- Adequate road signage.
- Management of public spaces and squares.

*What do we do to get results?*

To address the current issue of poor roads, the Public Entity will carry out the construction of new roads and conduct repairs on some of the existing roads.

Minor road repairs will be executed by the Public Works & Services (PWS), under the supervision of the directorate of ENI, while major reconstruction and new roads will be executed by third parties through contractual obligations.

The department is responsible for:

- Assigning the Public Works Department responsibility for repairing secondary roads.
- Outsourcing the construction of main roads to external third parties under the supervision of ENI.
- Placement of traffic signage.
- Placement of additional street lighting.

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|--------------------------|--|-----------------|------------------------|----------------|----------------|----------------|----------------|
| <b>Income</b>            | 02 - Taxes and levies                          | 353,919         | 456,750                | 400,000        | 404,000        | 407,030        | 410,083        |
|                          | 07 - Fees and dues                             | (41)            | -                      | -              | -              | -              | -              |
|                          | 10 - Waste tax                                 | (399)           | -                      | -              | -              | -              | -              |
| <b>Income Total</b>      |  | <b>353,479</b>  | <b>456,750</b>         | <b>400,000</b> | <b>404,000</b> | <b>407,030</b> | <b>410,083</b> |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 40,533          | -                      | -              | -              | -              | -              |
|                          | 21 - Accommodation expenses                    | 9,569           | 4,000                  | 4,040          | 4,080          | 4,111          | 4,142          |
|                          | 22 - Property management expenses              | 149,839         | 246,500                | 115,605        | 116,761        | 117,637        | 118,519        |
|                          | 23 - Office expenses                           | 618             | 6,000                  | 6,060          | 6,121          | 6,167          | 6,213          |
|                          | 24 - Representation and communication expenses | 75              | 4,500                  | 4,545          | 4,590          | 4,625          | 4,660          |
|                          | 25 - Transport expenses                        | 33,818          | 16,500                 | 19,165         | 19,357         | 19,502         | 19,648         |
|                          | 26 - Depreciation expenses                     | 120,388         | 30,176                 | 30,478         | 30,783         | 31,013         | 31,246         |
|                          | 30 - Unforeseen                                | (3,409)         | -                      | -              | -              | -              | -              |
| <b>Expenses Total</b>    |  | <b>351,431</b>  | <b>307,676</b>         | <b>179,893</b> | <b>181,692</b> | <b>183,054</b> | <b>184,427</b> |
| <b>Surplus (deficit)</b> |  | <b>2,048</b>    | <b>149,074</b>         | <b>220,107</b> | <b>222,308</b> | <b>223,976</b> | <b>225,655</b> |

The revenue from taxes and levies has decreased compared to the budget 2025 but is in line with expected income based on 2024 and 2025 data.

The total expenses for 2026 have decreased by USD127K compared to 2025.

Property management expenses – decrease of USD130K

Expenses have decreased reflecting the trend in the realization of 2024 and 2025.

## Function 211 Verkeersmaatregelen te land

*What do we try to achieve?*

Road safety policies are essential to ensure safety on the road. It is the responsibility of the Public Entity to enact laws, regulations, and policies to reduce the risk of road accidents. Currently, the traffic regulations ('*verkeersmaatregelen*') of the island are not tailored to local needs. The ordinance will be revised to ensure that the traffic regulations comply with current requirements.

Policies, practices, and laws are ineffective if they are not enforced. It is crucial that ministries, security systems, police and other law enforcement agencies enforce these policies to ensure road safety.

The placement of adequate signage and lighting is a fundamental requirement for road safety.



### *What do we do to get results?*

The department will engage with RCN to develop an implementation plan.

The budget by economic activity is as follows:

| Description                      | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|----------------------------------|-----------------|------------------------|----------------|----------------|----------------|----------------|
| Expenses 20 - Personnel expenses | 4,609           | 7,500                  | 7,575          | 7,651          | 7,727          | 7,805          |
| <b>Expenses Total</b>            | <b>4,609</b>    | <b>7,500</b>           | <b>7,575</b>   | <b>7,651</b>   | <b>7,727</b>   | <b>7,805</b>   |
| Surplus (deficit)                | (4,609)         | (7,500)                | (7,575)        | (7,651)        | (7,727)        | (7,805)        |

The personnel expenses consist of third-party expenses.

## Function 220 Zeehaven

### *What do we try to achieve?*

- Meet the legal requirements associated with operating a commercial harbor.
- Ensure the safety of people and goods.
- Ensure adequate capacity to berth and service vessels calling on the port.
- Ensure adequate storage capacity.
- Ensure a maintenance program is in effect.
- Leverage the harbor's role as a conduit for economic development.
- Support initiatives to increase harbor revenue.
- Execute planned infrastructural improvements in collaboration with relevant ministries.
- Advocate for good working relations with other stakeholders in and around the harbor.
- Promote professionalism.

### *What do we do to get results?*

- Complete the expansion of the container storage area in collaboration with the Ministry of Infrastructure and Water Management (I&W) with European Development Fund (EDF) funding.
- Perform regular assessments to ensure compliance with legal requirements associated with operating a commercial harbor.
- Make the necessary investments to ensure compliance.
- Establish and perform regular assessments on safety indicators within the harbor.
- Execute the maintenance program, in collaboration with the ministry of I&W.
- Continue the process of training and upgrading of staff assigned to the harbor.
- Schedule periodic (roundtable) consultations with other harbor stakeholders, such as customs, shipping agents, harbor master, St. Eustatius Utilities Company (STUCO), SOL, Oil Terminal Statia, Fishermen organizations, dive organizations, and STENAPA.
- Implement the connectivity project to increase awareness of the port and bunkering facilities of Statia, while promoting Statia as a tourist destination through digital channel and collaboration with strategic partners.
- Before being able to increase its revenues, conduct a feasibility study on the proposed plans.

With the implementation and enforcement of port safety regulations and the continued upgrading of staff, the port should be able to meet the requirements to operate within its capacity as a commercial port. To ensure that the operations within the harbor are conducive to a healthy economic environment, the harbor ordinance was amended, adopted, and enforced in 2019 and 2020.

The port must perform its responsibilities within certain legal frameworks, including requirements for safety, enforcement, and supervision. These include, for example, the Maritime Civil Protection Act, the Port Security Act BES, and the ISPS code.

The seaport acts as the single most important point of entry for domestic and commercial goods, as well as passengers who arrive from neighboring islands and crew from oil tankers.

Although the port of St. Eustatius ranks second in the Kingdom in terms of gross tonnage movements due to oil transshipment activities, the island does not reap huge financial benefits from this compared



with Rotterdam. Among the reasons for this are that the terminal operates in a special export-oriented economic zone, so its profits are not taxed locally. The main benefit for the island is job creation.

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>                                  |                  |                        |                  |                  |                  |                  |
| 05 - Harbour                                   | 2,123,353        | 2,661,135              | 2,418,297        | 2,442,480        | 2,466,904        | 2,491,573        |
| <b>Income Total</b>                            | <b>2,123,353</b> | <b>2,661,135</b>       | <b>2,418,297</b> | <b>2,442,480</b> | <b>2,466,904</b> | <b>2,491,573</b> |
| <b>Expenses</b>                                |                  |                        |                  |                  |                  |                  |
| 20 - Personnel expenses                        | 465,923          | 402,928                | 424,019          | 468,006          | 472,686          | 477,413          |
| 21 - Accommodation expenses                    | 36,426           | 71,000                 | 56,710           | 57,277           | 57,850           | 58,428           |
| 22 - Property management expenses              | 87,097           | 96,000                 | 70,020           | 70,720           | 71,427           | 72,142           |
| 23 - Office expenses                           | 53,527           | 34,000                 | 56,540           | 57,105           | 57,676           | 58,253           |
| 24 - Representation and communication expenses | 2,540            | 1,250                  | 4,263            | 4,305            | 4,348            | 4,392            |
| 25 - Transport expenses                        | 21,074           | 34,500                 | 32,345           | 32,668           | 32,995           | 33,325           |
| 26 - Depreciation expenses                     | 51,559           | 56,881                 | 82,863           | 83,691           | 84,528           | 100,374          |
| 30 - Unforeseen                                | (27,559)         | -                      | -                | -                | -                | -                |
| <b>Expenses Total</b>                          | <b>690,587</b>   | <b>696,559</b>         | <b>726,759</b>   | <b>773,774</b>   | <b>781,512</b>   | <b>804,327</b>   |
| <b>Surplus (deficit)</b>                       | <b>1,432,766</b> | <b>1,964,576</b>       | <b>1,691,537</b> | <b>1,668,706</b> | <b>1,685,393</b> | <b>1,687,247</b> |

The income from the harbor has been adjusted downwards by USD242K. This reflects two movements:

- the expected increase in vessel movements from the activities in the marina project at Saba. Sint Eustatius will see increased activities as materials and partial construction of parts are prepared on the island, estimated at USD205K compared to budget 2025, but estimated to also add USD60K above realization of 2024 and 2025.
- a decrease in the oil terminal cargo fees of USD303K. It is expected that amending the ordinance to include indexation of the pricing will result in a higher revenue for 2026.

The total expenses have increased by USD30K compared to the 2025 budget.

## Function 230 Luchtvaart

### *What do we try to achieve?*

- Safe and efficient transit of persons and goods through the airport terminal.
- Adherence to ICAO and BES aviation protocols.
- Expanded aircraft parking facilities.
- Implementation of an airport maintenance program.
- Leverage the airport's role as a conduit for economic development.
- Support initiatives to increase airport revenue.
- Advocate for good working relations with other stakeholders in and around the airport.
- Promote professionalism.
- Expand with multifunctional shelters.
- Create aircraft fueling possibilities.



*What do we do to get results?*

- Adherence to ICAO and BES aviation protocols.
- Collaborate with the Ministry of I&W on the construction of a new and expanded terminal building.
- Develop a plan for expanded aircraft parking facilities.
- Implement and execute the airport training plan.
- Execute the airport maintenance program with support from the Ministry of I&W.
- Develop a strategic plan to better leverage airport's role as conduit for the economic development of the island.
- Develop new initiatives to increase airport revenue.
- Schedule periodic (roundtable) consultations with other harbor stakeholders and users of the airport facilities.
- Continue the process of training and upgrading personnel working in and around the airport.
- Implement the connectivity project to increase awareness of the uniqueness of Statia, as well as promoting Statia as a tourist destination through digital channels and collaboration with strategic partners.
- Before being able to increase revenues, conduct feasibility studies on the plans.

The budget by economic activity is as follows:

|                 | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|-----------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>   | 02 - Taxes and levies                          | 44                 | -                      | -                  | -                  | -                  | -                  |
|                 | 04 - Airport                                   | 362,028            | 398,748                | 392,735            | 396,663            | 400,629            | 404,636            |
|                 | <b>Income Total</b>                            | <b>362,072</b>     | <b>398,748</b>         | <b>392,735</b>     | <b>396,663</b>     | <b>400,629</b>     | <b>404,636</b>     |
| <b>Expenses</b> | 20 - Personnel expenses                        | 2,478,167          | 1,713,652              | 2,018,034          | 2,027,888          | 2,048,167          | 2,068,649          |
|                 | 21 - Accommodation expenses                    | 304,251            | 292,000                | 289,445            | 292,339            | 295,263            | 298,215            |
|                 | 22 - Property management expenses              | 95,020             | 213,250                | 159,297            | 160,889            | 162,498            | 164,123            |
|                 | 23 - Office expenses                           | 52,326             | 82,500                 | 102,565            | 93,925             | 94,864             | 95,813             |
|                 | 24 - Representation and communication expenses | 25,238             | 65,250                 | 55,338             | 55,891             | 56,450             | 57,014             |
|                 | 25 - Transport expenses                        | 8,370              | 9,750                  | 19,558             | 19,753             | 19,951             | 20,150             |
|                 | 26 - Depreciation expenses                     | 62,432             | 72,275                 | 72,997             | 81,327             | 99,640             | 145,636            |
|                 | 27 - General expenses                          | -                  | 13,500                 | 8,992              | 9,082              | 9,173              | 9,264              |
|                 | 28 - Subsidies and financial contributions     | 145                | -                      | -                  | -                  | -                  | -                  |
|                 | 30 - Unforeseen                                | (3,735)            | -                      | -                  | -                  | -                  | -                  |
|                 | <b>Expenses Total</b>                          | <b>3,022,213</b>   | <b>2,462,177</b>       | <b>2,726,224</b>   | <b>2,741,094</b>   | <b>2,786,005</b>   | <b>2,858,865</b>   |
|                 | <b>Surplus (deficit)</b>                       | <b>(2,660,141)</b> | <b>(2,063,429)</b>     | <b>(2,333,489)</b> | <b>(2,344,432)</b> | <b>(2,385,376)</b> | <b>(2,454,230)</b> |

The income for 2025 has been derived from the realization in 2024 and 2025.

Total expenses have increased by USD264K compared to the 2025 budget.

Personnel expenses – increase of USD304K

Personnel expenses include 4 vacancies for this function, phased in throughout 2026 and the full-year effect reflected in the 2026 budget, adding USD253K to the budget.

Additional expenses pertain mostly to third-party expenses for the full-scale drill at the airport, as required to ensure compliance with applicable legislation.

Property management expenses – decrease of USD54K

Property management expenses have decreased by USD54K to reflect the expected maintenance of the airport. In view of the investments in infrastructure and resurfacing of the landing strip, maintenance costs are expected to be lower.



## Main Function 3 – Economic Affairs

Contributing to developing a self-sufficient Statia

*What do we try to achieve?*

The Public Entity will:

- Improve the commercial and economic environment.
- Support and provide adequate and reliable utility services.
- Support and provide reliable and fast modes of communication.
- Promote local agriculture, animal husbandry, and fisheries.
- Upgrade the 2013 spatial development plan.
- Promote tourism.

Specifically, the directorates of Transport and ENI will support, supervise, and collaborate with organizations, ministries, and funding agencies to:

- Increase the resilience of the electrical grid by undergrounding high and medium voltage electricity cables under the 11<sup>th</sup> EDF.
- Provide faster internet service through reliable fiber optic connections to homes and businesses.
- Expand the container laydown area at the harbor under the 10<sup>th</sup> EDF.
- Resurface the entire harbor ground with support of the Ministry of I&W.
- Execute other infrastructural initiatives, such as the cliff erosion and stabilization project, the harbor breakwater, and the school renovation and rebuilding projects.

The budget by function is as follows:

|                          | Function | Description                                 | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|----------|---|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>            | 300      | Economische zaken                           | 158,542          | 144,130                | 145,571          | 147,027          | 148,497          | 149,982          |
|                          | 341      | Overige agrarische zaken, jacht en visserij | 269,000          | -                      | -                | -                | -                | -                |
| <b>Income Total</b>      |          |   | <b>427,542</b>   | <b>144,130</b>         | <b>145,571</b>   | <b>147,027</b>   | <b>148,497</b>   | <b>149,982</b>   |
| <b>Expenses</b>          | 300      | Economische zaken                           | 73,076           | 53,801                 | 107,649          | 116,725          | 117,893          | 119,072          |
|                          | 310      | Handel en Industrie                         | 272,087          | 297,093                | 298,515          | 301,500          | 304,515          | 307,560          |
|                          | 341      | Overige agrarische zaken, jacht en visserij | (457,410)        | 124,517                | 114,799          | 115,947          | 117,107          | 118,278          |
| <b>Expenses Total</b>    |          |   | <b>(112,248)</b> | <b>475,411</b>         | <b>520,963</b>   | <b>534,173</b>   | <b>539,514</b>   | <b>544,910</b>   |
| <b>Surplus (deficit)</b> |          |   | <b>539,790</b>   | <b>(331,281)</b>       | <b>(375,392)</b> | <b>(387,146)</b> | <b>(391,017)</b> | <b>(394,927)</b> |

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>            | 06 - Permits                                   | 158,542          | 144,130                | 145,571          | 147,027          | 148,497          | 149,982          |
|                          | 12 - Other special income                      | 269,000          | -                      | -                | -                | -                | -                |
| <b>Income Total</b>      |  | <b>427,542</b>   | <b>144,130</b>         | <b>145,571</b>   | <b>147,027</b>   | <b>148,497</b>   | <b>149,982</b>   |
| <b>Expenses</b>          | 20 - Personnel expenses                        | (166,615)        | -                      | 23,500           | 23,735           | 23,972           | 24,212           |
|                          | 21 - Accommodation expenses                    | 33               | 1,000                  | 1,010            | 1,020            | 1,030            | 1,041            |
|                          | 22 - Property management expenses              | 93,668           | 28,500                 | 53,785           | 54,323           | 54,866           | 55,415           |
|                          | 23 - Office expenses                           | 2,298            | -                      | -                | -                | -                | -                |
|                          | 24 - Representation and communication expenses | 12,839           | -                      | -                | -                | -                | -                |
|                          | 25 - Transport expenses                        | 5,200            | 6,500                  | 6,565            | 6,631            | 6,697            | 6,764            |
|                          | 26 - Depreciation expenses                     | 17,139           | 14,818                 | 20,226           | 28,428           | 28,713           | 29,000           |
|                          | 27 - General expenses                          | (368,424)        | 97,500                 | 87,512           | 88,387           | 89,271           | 90,164           |
|                          | 28 - Subsidies and financial contributions     | 292,436          | 327,093                | 328,365          | 331,649          | 334,965          | 338,315          |
|                          | 30 - Unforeseen                                | (822)            | -                      | -                | -                | -                | -                |
| <b>Expenses Total</b>    |  | <b>(112,248)</b> | <b>475,411</b>         | <b>520,963</b>   | <b>534,173</b>   | <b>539,514</b>   | <b>544,910</b>   |
| <b>Surplus (deficit)</b> |  | <b>539,790</b>   | <b>(331,281)</b>       | <b>(375,392)</b> | <b>(387,146)</b> | <b>(391,017)</b> | <b>(394,927)</b> |



The income of function 3 consists mainly of revenue from permits issued. The budget of 2026 has been set at USD145K, based on the trend observed in previous years.

Expenses for 2026 have increased by USD40K compared to 2025. No personnel expenses are allocated to this function. The personnel expenses consist of third-party expenses for the process of economy and price control.

## Function 300, Economische Zaken

### *What do we try to achieve?*

- Economic development of the island.
- Establishing and enhancing the economic pillars of the island.

### *What do we do to get results?*

- Improve the policy framework for economic development.
- Centralize and improve the permits administration.
- Enhance billing and collection of permits and other fees.
- Pursue quicker turn-around times on requests.
- Facilitate new commercial initiatives.
- Obtain training related to the advisory role of the unit.
- Support small business initiatives.
- Increase the effectiveness of inspections.

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|--|-----------------|------------------------|----------------|----------------|----------------|----------------|
| <b>Income</b>                                  |                 |                        |                |                |                |                |
| 06 - Permits                                   | 158,542         | 144,130                | 145,571        | 147,027        | 148,497        | 149,982        |
| <b>Income Total</b>                            | <b>158,542</b>  | <b>144,130</b>         | <b>145,571</b> | <b>147,027</b> | <b>148,497</b> | <b>149,982</b> |
| <b>Expenses</b>                                |                 |                        |                |                |                |                |
| 20 - Personnel expenses                        | 26,645          | -                      | 23,500         | 23,735         | 23,972         | 24,212         |
| 21 - Accommodation expenses                    | 33              | 1,000                  | 1,010          | 1,020          | 1,030          | 1,041          |
| 22 - Property management expenses              | 793             | 8,500                  | 33,585         | 33,921         | 34,260         | 34,603         |
| 23 - Office expenses                           | 1,013           | -                      | -              | -              | -              | -              |
| 24 - Representation and communication expenses | 238             | -                      | -              | -              | -              | -              |
| 25 - Transport expenses                        | 3,322           | 250                    | 253            | 255            | 258            | 260            |
| 26 - Depreciation expenses                     | 8,851           | 14,051                 | 19,452         | 27,646         | 27,922         | 28,202         |
| 28 - Subsidies and financial contributions     | 33,000          | 30,000                 | 29,850         | 30,149         | 30,450         | 30,754         |
| 30 - Unforeseen                                | (822)           | -                      | -              | -              | -              | -              |
| <b>Expenses Total</b>                          | <b>73,076</b>   | <b>53,801</b>          | <b>107,649</b> | <b>116,725</b> | <b>117,893</b> | <b>119,072</b> |
| <b>Surplus (deficit)</b>                       | <b>85,466</b>   | <b>90,329</b>          | <b>37,922</b>  | <b>30,302</b>  | <b>30,605</b>  | <b>30,911</b>  |

The income for this function is generated from permits issued by the government. The 2026 budget has been maintained based on revenue trends during 2024 and 2025.

Total expenses have increased by USD53K, mainly in the personnel expenses for additional support with economy and price control and property management expenses to budget for an increase in public activities such as island clean-up initiatives, acquisition of drone equipment and pilot testing of biodegradable materials.

## Function 310, Handel en Industrie

### *What do we try to achieve?*

The goal of the Public Entity is to create a healthy business environment that stimulates economic development and is attractive and conducive to industrial and economic activities. Specifically, under this function, the Public Entity continues to provide financial support for tourism.

### *What do we do to get results?*

- Sustain the annual contribution to the Tourism Foundation.
- Supporting local business development organizations.



The budget by economic drivers is as follows:

|                          | Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b>          | 24 - Representation and communication expenses | 12,601           | -                      | -                | -                | -                | -                |
|                          | 25 - Transport expenses                        | 50               | -                      | -                | -                | -                | -                |
|                          | 28 - Subsidies and financial contributions     | 259,436          | 297,093                | 298,515          | 301,500          | 304,515          | 307,560          |
| <b>Expenses Total</b>    |  | <b>272,087</b>   | <b>297,093</b>         | <b>298,515</b>   | <b>301,500</b>   | <b>304,515</b>   | <b>307,560</b>   |
| <b>Surplus (deficit)</b> |  | <b>(272,087)</b> | <b>(297,093)</b>       | <b>(298,515)</b> | <b>(301,500)</b> | <b>(304,515)</b> | <b>(307,560)</b> |

The budget is based on the agreed subsidy for 2025. Subsidies are evaluated on an annual basis and depend on compliance by the subsidized institution.

## Function 341 Overige Agrarische zaken, jacht en visserij

### *What do we try to achieve?*

- Introduction of newly acquired farming equipment.
- Bring a measure of professionalism and commercialization to animal husbandry.
- Commission and implement of the fisheries regulation.
- Bring a measure of professionalism and commercialization to the fishing industry.
- Proper registration of fishing vessels.
- Proper registration of fish catches.

### *What do we do to get results?*

- Remove free-roaming animals.
- Stimulate meat sales and export.
- Introducing newly acquired farming equipment.
- Increase harvesting, consumption, and export of conch.
- Assign environmental inspectors.

The budget by economic drivers is as follows:

|                          | Description                       | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|-----------------------------------|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>            | 12 - Other special income         | 269,000          | -                      | -                | -                | -                | -                |
| <b>Income Total</b>      |                                   | <b>269,000</b>   | <b>-</b>               | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Expenses</b>          | 20 - Personnel expenses           | (193,260)        | -                      | -                | -                | -                | -                |
|                          | 22 - Property management expenses | 92,875           | 20,000                 | 20,200           | 20,402           | 20,606           | 20,812           |
|                          | 23 - Office expenses              | 1,284            | -                      | -                | -                | -                | -                |
|                          | 25 - Transport expenses           | 1,828            | 6,250                  | 6,313            | 6,376            | 6,439            | 6,504            |
|                          | 26 - Depreciation expenses        | 8,287            | 767                    | 775              | 782              | 790              | 798              |
|                          | 27 - General expenses             | (368,424)        | 97,500                 | 87,512           | 88,387           | 89,271           | 90,164           |
| <b>Expenses Total</b>    |                                   | <b>(457,410)</b> | <b>124,517</b>         | <b>114,799</b>   | <b>115,947</b>   | <b>117,107</b>   | <b>118,278</b>   |
| <b>Surplus (deficit)</b> |                                   | <b>726,410</b>   | <b>(124,517)</b>       | <b>(114,799)</b> | <b>(115,947)</b> | <b>(117,107)</b> | <b>(118,278)</b> |

The budgeted expenses for 2026 are based on the realization from 2024 and 2025 and expectations for 2026.



## Main Function 4 – Education

Contributing to a good climate for Education on St. Eustatius

*What do we try to achieve?*

- Improve the overall quality of education.
- Collaborate with stakeholders, including the Ministry of Education, Culture and Science (OCW), on the construction of a new building to house the Gwendoline Van Putten Secondary School and the Education Expertise Center, including facilities for pupils and students with special needs.
- Provide safe transport for pupils and students.
- Provide financial support to ensure vulnerable groups at the elementary level have access to basic school necessities.
- Support the Compulsory Education program.
- Provide support for students studying abroad who are not eligible for scholarships.
- Support adult education programs.

The budget by function is as follows:

| Function                 | Description                                      | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| Expenses 480             | Gemeenschappelijke baten en lasten van onderwijs | 402,906          | 351,393                | 386,267          | 439,504          | 394,031          | 397,971          |
| <b>Expenses Total</b>    |  | <b>402,906</b>   | <b>351,393</b>         | <b>386,267</b>   | <b>439,504</b>   | <b>394,031</b>   | <b>397,971</b>   |
| <b>Surplus (deficit)</b> |  | <b>(402,906)</b> | <b>(351,393)</b>       | <b>(386,267)</b> | <b>(439,504)</b> | <b>(394,031)</b> | <b>(397,971)</b> |

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> 20 - Personnel expenses        | 117,075          | 76,511                 | 101,465          | 102,480          | 103,504          | 104,539          |
| 21 - Accommodation expenses                    | 21,600           | 21,600                 | (108)            | (109)            | (110)            | (111)            |
| 22 - Property management expenses              | 22,912           | 44,000                 | 4,040            | 4,080            | 4,121            | 4,162            |
| 23 - Office expenses                           | 328              | -                      | 4,865            | 4,914            | 4,963            | 5,012            |
| 24 - Representation and communication expenses | 11,851           | 1,000                  | 10,010           | 10,110           | 10,211           | 10,313           |
| 25 - Transport expenses                        | 20,119           | 15,000                 | 4,300            | 4,343            | 4,386            | 4,430            |
| 26 - Depreciation expenses                     | 109,749          | 7,402                  | 7,476            | 56,926           | 7,626            | 7,703            |
| 28 - Subsidies and financial contributions     | 105,442          | 185,880                | 254,219          | 256,761          | 259,329          | 261,922          |
| 30 - Unforeseen                                | (6,170)          | -                      | -                | -                | -                | -                |
| <b>Expenses Total</b>                          | <b>402,906</b>   | <b>351,393</b>         | <b>386,267</b>   | <b>439,504</b>   | <b>394,031</b>   | <b>397,971</b>   |
| <b>Surplus (deficit)</b>                       | <b>(402,906)</b> | <b>(351,393)</b>       | <b>(386,267)</b> | <b>(439,504)</b> | <b>(394,031)</b> | <b>(397,971)</b> |

Function 4 has no income.

The total expenses for 2026 have increased by USD35K compared to 2025.

Personnel expenses – increase of USD25K

The increase in personnel expenses is mainly due to third-party expenses for external advice.

Property management expenses – decrease of USD40K

The property management expenses have decreased as no major maintenance is expected for this function.

Subsidies and financial contributions – increase of USD68K

The subsidies have increased to account for expected additional support for the upgrading of school playgrounds.



## Function 400 Algemeen Beheer

With the task division at 10-10-10, the responsibility for education was transferred to the Ministry of Education, Culture, and Science (OCW). However, OLE retained responsibility for:

- Student transport.
- Issuance of basic school supplies to vulnerable groups.
- School housing (“*onderwijs huisvesting*”).
- Housing allowance.

In accordance with the Education Agenda 2017- 2020, specific roles have been assigned to the Public Entity of St. Eustatius, the Ministry of OCW, the School boards, the Education Expertise Center (ECE), and the program Sociale Kansen Jongeren (SKJ).

The Primary Education Act stipulates that OLE is responsible for providing food, clothing, and transportation facilities to students who, without these provisions, would be unable to attend school regularly.

### *What do we try to achieve?*

- Improve the overall quality of education.
- Collaborate with stakeholders to realize the new school building, the “Gwendoline van Putten School” and the housing for the Education Expertise Center, including facilities for pupils and students with special needs.
- Provide safe transport for pupils and students.
- Provide financial support to ensure vulnerable groups can attend school.
- Support the Compulsory Education program.
- Provide support for students studying abroad.
- Support adult education programs.

## Function 480 Gemeenschappelijke baten en lasten van het onderwijs

### *What do we try to achieve?*

In addition to the general goals mentioned in the main section, the department will specifically aim to:

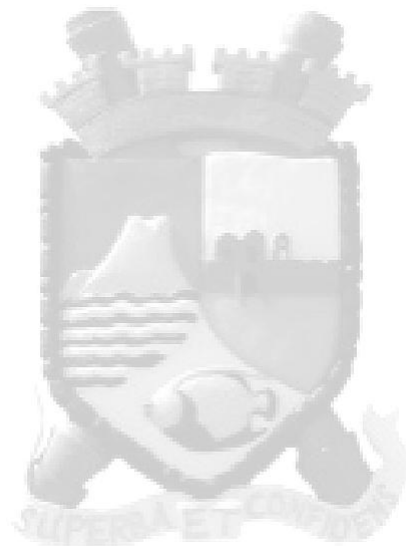
- Contribute to the rebuilding of the GVP school.
- Provide safe transport for pupils and students.
- Ensure that all students are well-equipped to attend school.
- Ensure that students in need receive a healthy breakfast before attending classes.
- Contribute a portion of the operational costs of the Education Expertise Center (ECE) and facilities for pupils and students with special needs.
- Support the execution of the Compulsory Education program in collaboration with RCN-OCW.
- Review the Compulsory Education workbook.
- Introducing talent development initiatives.
- Foster a closer working relationship with RCN-OCW.
- Ensure the timely transfer of funds to students studying abroad.
- Provide student guidance both on the island and abroad.



*What do we do to get results?*

To achieve results, the department will collaborate with and support the initiatives outlined in the previous paragraph. Specifically, the department will:

- Participate in progress discussions regarding the completion of the Gwendoline van Putten school building, which is financed through funding from a Special Allowance.
- Ensure the effective operation of school buses to promote safe student transport.
- Make necessary arrangements to provide families in need with support in purchasing school uniforms and basic school supplies.
- Offer breakfast for students in need who are interested in the program.
- Provide subsidies to cover the rent of the Education Expertise Center (ECE), including facilities for pupils and students with special needs.





## Main Function 5 – Culture and Recreation

Promoting Statia's heritage and culture

*What do we try to achieve?*

The overall objectives include:

- Promotion of national identity and social cohesion.
- Elimination of all forms of discrimination.

The cultural sector is important to the unique identity of St. Eustatius. Practitioners within the cultural sector can generate new opportunities culturally and intellectually and can also contribute to the economic arena on the island. Through adequate focus, attention, and development of this sector:

- Economic returns are possible for cultural and recreational activities.

The unit responsible will also

- Ensure the observance of annual public festivals and recreational events.
- Advocate for the upgrading and upkeep of infrastructure, including public spaces, national monuments, and recreational areas.
- Actively pursue financial support to those organizations that promote and sustain Statia's heritage and archeological assets.
- Accomplish the goals for 2025, with an outlook towards an integrated cultural policy by 2026.

The budget by function is as follows:

|                          | Function | Description                                      | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|----------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 580      | Overige cultuur en recreatie                     | 980                | -                      | 19,200             | 19,392             | 19,586             | 19,782             |
| <b>Income Total</b>      |          |  | <b>980</b>         | <b>-</b>               | <b>19,200</b>      | <b>19,392</b>      | <b>19,586</b>      | <b>19,782</b>      |
| <b>Expenses</b>          | 510      | Openbaar Bibliotheekwerk                         | 174,065            | 153,056                | 174,316            | 176,059            | 177,819            | 179,597            |
|                          | 530      | Sport  | 360,279            | 350,168                | 425,168            | 429,419            | 433,714            | 438,051            |
|                          | 541      | Oudheidkunde/musea                               | 161,000            | 206,782                | 173,850            | 175,588            | 177,344            | 179,118            |
|                          | 560      | Maatschappelijk leefbaarheid en openluchtrecreat | 10,596             | 26,092                 | 26,353             | 26,616             | 26,883             | 27,151             |
|                          | 580      | Overige cultuur en recreatie                     | 798,358            | 988,787                | 1,141,974          | 955,808            | 965,366            | 975,019            |
| <b>Expenses Total</b>    |          |  | <b>1,504,298</b>   | <b>1,724,886</b>       | <b>1,941,660</b>   | <b>1,763,491</b>   | <b>1,781,125</b>   | <b>1,798,937</b>   |
| <b>Surplus (deficit)</b> |          |  | <b>(1,503,318)</b> | <b>(1,724,886)</b>     | <b>(1,922,460)</b> | <b>(1,744,099)</b> | <b>(1,761,540)</b> | <b>(1,779,155)</b> |

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 05 - Harbour                                   | 980                | -                      | 19,200             | 19,392             | 19,586             | 19,782             |
| <b>Income Total</b>      |  | <b>980</b>         | <b>-</b>               | <b>19,200</b>      | <b>19,392</b>      | <b>19,586</b>      | <b>19,782</b>      |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 291,409            | 154,293                | 416,100            | 475,800            | 480,558            | 485,364            |
|                          | 21 - Accommodation expenses                    | 27,623             | 77,000                 | 1,010              | 1,020              | 1,030              | 1,041              |
|                          | 22 - Property management expenses              | 20,298             | 103,000                | 118,630            | 119,816            | 121,014            | 122,225            |
|                          | 23 - Office expenses                           | 150                | 4,000                  | 15,400             | 15,554             | 15,710             | 15,867             |
|                          | 24 - Representation and communication expenses | 7,592              | 8,750                  | 24,338             | 24,581             | 24,827             | 25,075             |
|                          | 25 - Transport expenses                        | 788                | -                      | 800                | 808                | 816                | 824                |
|                          | 26 - Depreciation expenses                     | 47,020             | 47,020                 | 47,490             | 47,965             | 48,445             | 48,929             |
|                          | 27 - General expenses                          | 75                 | -                      | -                  | -                  | -                  | -                  |
|                          | 28 - Subsidies and financial contributions     | 1,119,052          | 1,330,823              | 1,317,892          | 1,077,946          | 1,088,726          | 1,099,613          |
|                          | 30 - Unforeseen                                | (9,710)            | -                      | -                  | -                  | -                  | -                  |
| <b>Expenses Total</b>    |  | <b>1,504,298</b>   | <b>1,724,886</b>       | <b>1,941,660</b>   | <b>1,763,491</b>   | <b>1,781,125</b>   | <b>1,798,937</b>   |
| <b>Surplus (deficit)</b> |  | <b>(1,503,318)</b> | <b>(1,724,886)</b>     | <b>(1,922,460)</b> | <b>(1,744,099)</b> | <b>(1,761,540)</b> | <b>(1,779,155)</b> |

The expenses for 2026 have increased by USD217K compared to 2025. The main changes in the expenses in 2026 compared to 2025 consist of:

Personnel expenses – increase of USD262K

Personnel expenses consist of 5 fixed positions and 2 vacancies, which will be phased throughout 2026, with the full-year effect budgeted in 2027. During 2025, a budgeted vacancy was filled, and a new vacancy was added.



### Accommodation expenses – decrease of USD76K

The decrease is caused by lower maintenance expenses, as these are expected to be executed in 2025.

### Function 510 Openbaar bibliotheekwerk

#### *What do we try to achieve?*

Through its support of the Public Library, which is operated by a separate foundation, we aim to:

- Ensure that every citizen can develop and participate consciously and actively in society.
- Enable citizens to absorb information, knowledge, and culture.

A high-quality library can play a vital role in achieving these goals.

#### *What do we do to get results?*

OLE will provide a subsidy to the “Stichting Openbare Bibliotheek”, to contribute to:

- The purchase of new books.
- The modernization of the adult book collection.
- The expansion of the activity offered.
- Building awareness and support within the community for the library.
- Re-examining the possibility of introducing E-books.
- Performing regular operational tasks and providing customary services.
- Implementing the recommendations from the quick scan by Rijnbrink Nederland.
- Payment of personnel costs.

The budget by economic drivers is as follows:

| Description                                | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> 26 - Depreciation expenses | 1,065            | 1,065                  | 1,076            | 1,086            | 1,097            | 1,108            |
| 28 - Subsidies and financial contributions | 173,000          | 151,991                | 173,240          | 174,972          | 176,722          | 178,489          |
| <b>Expenses Total</b>                      | <b>174,065</b>   | <b>153,056</b>         | <b>174,316</b>   | <b>176,059</b>   | <b>177,819</b>   | <b>179,597</b>   |
| <b>Surplus (deficit)</b>                   | <b>(174,065)</b> | <b>(153,056)</b>       | <b>(174,316)</b> | <b>(176,059)</b> | <b>(177,819)</b> | <b>(179,597)</b> |

The subsidies for 2026 are based on the subsidy granted in 2025, resulting in an increase of USD21K.

### Function 530, Sports

Sports help individuals develop more than just their physical aspects. They build character and discipline, promote strategic and analytical thinking, foster leadership skills, support goal setting and encourage measured risk-taking.

#### *What do we try to achieve?*

Through its support of the St. Eustatius Sport Facilities Foundation, OLE aims to:

- Encourage residents to think and act healthier as part of a healthy lifestyle, so that people will move and exercise more.

When it comes to sports and exercise, the goal is to stimulate participation as effectively and efficiently as possible. To get more Statians moving, six aspects are important for St. Eustatius from the perspective of sports policy:

- Movement education through the “Statia in Shape” program.
- Sports through associations.
- Sport and exercise in public spaces, including dance schools, walk clubs, tourism tracks and trails, outdoor exercise equipment, beach volleyball.
- Introducing new sports and broadening the sports offerings.
- Sport (talent) development (“*talentontwikkeling*”).



- Gradual implementation of recommendations made in the report “Analyses Sport structure St. Eustatius and Sint Eustatius Sport Facilities Foundation”, in collaboration with Ministry of VWS.
- Monitor and evaluate the progress of the Vitalization assignment commissioned by the Ministry of VWS.

*What do we do to get results?*

- Provide an annual subsidy to the St. Eustatius Sport Foundation.
- Strengthen the working relationship with, and the position of, the St. Eustatius Sport Foundation to achieve strategic goals.
- Further implement the sports policy for 2020-2024.
- Monitor the progress and encourage further development of sports clubs.
- Maintain a policy advisor within the Social Domain to foster cooperation with stakeholders on the island and abroad.
- Collaborate on the execution projects financed by Specific Allowances.

The budget by economic activity is as follows:

| Description                                | Actuals 2024     | Primary budget 2025 | Budget 2026      | Budget 2027      | Budget 2028      | Budget 2029      |
|--|------------------|---------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b>                            |                  |                     |                  |                  |                  |                  |
| 22 - Property management expenses          | 10,146           | -                   | 20,000           | 20,200           | 20,402           | 20,606           |
| 26 - Depreciation expenses                 | 29,868           | 29,868              | 30,168           | 30,469           | 30,774           | 31,082           |
| 28 - Subsidies and financial contributions | 320,300          | 320,300             | 375,000          | 378,750          | 382,538          | 386,363          |
| 30 - Unforeseen                            | (35)             | -                   | -                | -                | -                | -                |
| <b>Expenses Total</b>                      | <b>360,279</b>   | <b>350,168</b>      | <b>425,168</b>   | <b>429,419</b>   | <b>433,714</b>   | <b>438,051</b>   |
| <b>Surplus (deficit)</b>                   | <b>(360,279)</b> | <b>(350,168)</b>    | <b>(425,168)</b> | <b>(429,419)</b> | <b>(433,714)</b> | <b>(438,051)</b> |

The subsidies for 2026 are based on the subsidy granted in 2025, resulting in an increase of USD55K.

**Function 541 Oudheidkunde / musea**

Museums play a crucial role in preserving local culture. With careful documentation and artifact preservation, a culture can be recorded and remembered, regardless of its future. They can also be shared and understood by those from different cultural backgrounds.

*What do we try to achieve?*

Through its support of the St. Eustatius Historical Foundation, St. Eustatius Monuments Foundation, and the St. Eustatius Archeology Center (SECAR), OLE aims to:

- Educate the public on the local culture through a respectful display.
- Present alternative perspectives on history.
- Connect with people of diverse backgrounds.
- Prevent loss of culture.
- Preserve monuments.
- Stimulate archeological discoveries.
- Promote history and archeology tourism.
- Stimulate collaborative relationships with other museums.
- Renovate and restore historical buildings, ruins, and public spaces.

*What do we do to get results?*

- Provide an annual subsidy to the St. Eustatius Historical Foundation.
- Provide an annual subsidy to the St. Eustatius Monuments Foundation.
- Provide an annual subsidy to the St. Eustatius Archeology Center.
- Establish agreements on activities to be carried out by each institution.
- Pursue working relationships with museums in the Netherlands and the region.
- Seek funding for renovation and restoration of historical buildings, ruins, and public spaces.
- Collaborate with other stakeholders to execute the renovation and restoration of historical buildings, ruins, and public spaces.
- Facilitate proper storage of St. Eustatian artifacts.



The budget by economic activity is as follows:

| Description  | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> 28 - Subsidies and financial contributions | 161,000          | 206,782                | 173,850          | 175,588          | 177,344          | 179,118          |
| <b>Expenses Total</b>                                      | <b>161,000</b>   | <b>206,782</b>         | <b>173,850</b>   | <b>175,588</b>   | <b>177,344</b>   | <b>179,118</b>   |
| <b>Surplus (deficit)</b>                                   | <b>(161,000)</b> | <b>(206,782)</b>       | <b>(173,850)</b> | <b>(175,588)</b> | <b>(177,344)</b> | <b>(179,118)</b> |

The subsidies for 2026 are based on the subsidy granted in 2025, resulting in an increase of USD32K.

### Function 560 Maatschappelijke leefbaarheid en openluchtrecreatie

Under this section, the Public Entity aims to promote the quality of life for residents by focusing on open-air recreation opportunities and the upkeep of spaces significant to heritage and culture.

#### *What do we try to achieve?*

- Promote the upgrading and upkeep of forts, ruins, buildings, and other physical infrastructure that embody Statia's heritage and culture.
- Promote the presence of 'cultural elements' in open spaces.

#### *What do we do to get results?*

- Collaborate with other stakeholders in combating cliff erosion and stabilize Fort Oranje.
- Assign one employee to the daily care and cleaning of open areas.

The budget by economic activity is as follows:

| Description                                       | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026  | Budget<br>2027  | Budget<br>2028  | Budget<br>2029  |
|---|-----------------|------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Expenses</b> 22 - Property management expenses | -               | 8,000                  | 8,080           | 8,161           | 8,242           | 8,325           |
| 24 - Representation and communication expenses    | -               | 2,750                  | 2,778           | 2,805           | 2,833           | 2,862           |
| 26 - Depreciation expenses                        | 15,342          | 15,342                 | 15,495          | 15,650          | 15,807          | 15,965          |
| 28 - Subsidies and financial contributions        | 4,428           | -                      | -               | -               | -               | -               |
| 30 - Unforeseen                                   | (9,174)         | -                      | -               | -               | -               | -               |
| <b>Expenses Total</b>                             | <b>10,596</b>   | <b>26,092</b>          | <b>26,353</b>   | <b>26,616</b>   | <b>26,883</b>   | <b>27,151</b>   |
| <b>Surplus (deficit)</b>                          | <b>(10,596)</b> | <b>(26,092)</b>        | <b>(26,353)</b> | <b>(26,616)</b> | <b>(26,883)</b> | <b>(27,151)</b> |

The total expenses remain at the 2025 budget level and relate to the expected maintenance of the cemeteries.



## Function 580 Overige cultuur en recreatie

*What do we try to achieve?*

- Improve the stature of the Culture Department.
- Provide training and increase professionalism.
- Further develop an integrated cultural policy by 2026.
- Nurture the working relationship with the Ministry of OCW.
- Increase awareness of the socio-economic contribution of the culture agenda.
- Foster increased collaboration among organizations in the culture and heritage spaces.
- Promoting and observing annual festivals and events.
- Celebrate the 1<sup>st</sup> of July: Day of Emancipation.

*What do we do to get results?*

- Establish the Culture Department as separate unit to provide the needed focus.
- Appoint a full-time program planner (“*beleidsondersteunend medewerker*”).
- Establish a cultural agenda through working relationship with the Ministry of OCW.
- Execute the Culture Policy.
- Provide training for staff members and other stakeholders.
- Promote a clear definition of culture and raise awareness of the broad spectrum it encompasses.
- Integrate the importance of culture into all development programs on St. Eustatius.
- Map out and promote the identity of St. Eustatius throughout the community and in the media.
- Integrate cultural education into the school curriculum as a basis for understanding and appreciating one’s identity.
- Unite individuals, organizations, foundations (stakeholders) that aid in cultural expression.
- Create a network of heritage halls, cultural centers, museums, etc., to protect cultural practices and practitioners.
- Make cultural vitality a priority, with policies, incentives, and funding for culture practitioners.
- Identify and organize collaboration among organizations in the culture and heritage space.
- Advocate for increased financial support for the culture and heritage function.

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|--------------------|------------------|------------------|------------------|
| <b>Income</b>                                  |                  |                        |                    |                  |                  |                  |
| 05 - Harbour                                   | 980              | -                      | 19,200             | 19,392           | 19,586           | 19,782           |
| <b>Income Total</b>                            | <b>980</b>       | <b>-</b>               | <b>19,200</b>      | <b>19,392</b>    | <b>19,586</b>    | <b>19,782</b>    |
| <b>Expenses</b>                                |                  |                        |                    |                  |                  |                  |
| 20 - Personnel expenses                        | 291,409          | 154,293                | 416,100            | 475,800          | 480,558          | 485,364          |
| 21 - Accommodation expenses                    | 27,623           | 77,000                 | 1,010              | 1,020            | 1,030            | 1,041            |
| 22 - Property management expenses              | 10,153           | 95,000                 | 90,550             | 91,456           | 92,370           | 93,294           |
| 23 - Office expenses                           | 150              | 4,000                  | 15,400             | 15,554           | 15,710           | 15,867           |
| 24 - Representation and communication expenses | 7,592            | 6,000                  | 21,560             | 21,776           | 21,993           | 22,213           |
| 25 - Transport expenses                        | 788              | -                      | 800                | 808              | 816              | 824              |
| 26 - Depreciation expenses                     | 744              | 744                    | 751                | 759              | 767              | 774              |
| 27 - General expenses                          | 75               | -                      | -                  | -                | -                | -                |
| 28 - Subsidies and financial contributions     | 460,324          | 651,750                | 595,803            | 348,636          | 352,122          | 355,643          |
| 30 - Unforeseen                                | (500)            | -                      | -                  | -                | -                | -                |
| <b>Expenses Total</b>                          | <b>798,358</b>   | <b>988,787</b>         | <b>1,141,974</b>   | <b>955,808</b>   | <b>965,366</b>   | <b>975,019</b>   |
| <b>Surplus (deficit)</b>                       | <b>(797,378)</b> | <b>(988,787)</b>       | <b>(1,122,774)</b> | <b>(936,416)</b> | <b>(945,780)</b> | <b>(955,238)</b> |

The total expenses have increased by USD153K compared to the 2025 budget.

### Personnel expenses – increase of USD262K

The increase in personnel expenses result from 5 fixed positions and 2 vacancies, phased throughout 2026 and the full-year effect recorded in 2027, resulting in an increase of USD267K.

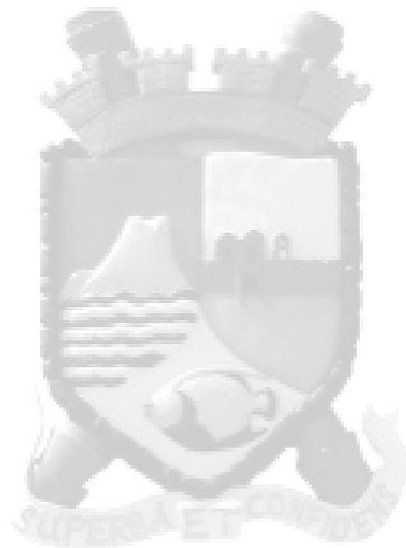
### Accommodation expenses – decrease of USD76K

Accommodation expenses decreased with USD76K as the necessary maintenance will be executed in 2025. Furthermore, rental expenses have been centralized in function 1.

### Subsidies and financial contributions – decrease of USD56K



Financial contributions have decreased by USD56K, as the expenses are maintained at about the same level as in 2025. The budget also includes preparatory arrangements for the Roadmap to Statia, amounting of USD250K.





## Main Function 6 – Social Security Benefits and Social Work

Contributing to improving the situation of those who need a hand

*What do we try to achieve?*

In 2025, emphasis will continue to be placed on:

- Supporting and assisting vulnerable groups in overcoming challenges in their daily lives, so that they can integrate into society.

To achieve this, the team of social workers and assistant social workers will provide advice on specific arrangements and procedures. The team will also guide vulnerable groups in participating in daytime activities, daycare, leisure activities, and education. Additionally, the assistant social workers will help empower these groups to take action themselves.

In addition to the local budget, Specific Allowances are received from the ministries for executing certain programs. These Specific Allowances are referred to under the relevant sections.

The budget by function is as follows:

| Function                 | Description  | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Expenses</b>          | 600 Algemeen beheer maatschappelijk werk             | 8,112              | 38,000                 | -                  | -                  | -                  | -                  |
|                          | 610 Onderstandsverlening (incl. pensioen)            | 292,096            | 250,000                | 252,500            | 255,025            | 257,575            | 260,151            |
|                          | 611 Werkgelegenheid                                  | 304,871            | 256,848                | 336,929            | 340,298            | 343,701            | 347,138            |
|                          | 620 Maatschappelijke begeleiding en advies           | 879,048            | 360,325                | 506,576            | 564,636            | 570,283            | 575,985            |
|                          | 630 Sociaal cultureel werk en jeugd- en jongerenwerk | (375,929)          | -                      | 60,040             | 60,640             | 61,247             | 61,859             |
|                          | 650 Kinderopvang                                     | 300,000            | 270,000                | 298,650            | 301,637            | 304,653            | 307,699            |
| <b>Expenses Total</b>    |  | <b>1,408,199</b>   | <b>1,175,173</b>       | <b>1,454,695</b>   | <b>1,522,237</b>   | <b>1,537,459</b>   | <b>1,552,834</b>   |
| <b>Surplus (deficit)</b> |  | <b>(1,408,199)</b> | <b>(1,175,173)</b>     | <b>(1,454,695)</b> | <b>(1,522,237)</b> | <b>(1,537,459)</b> | <b>(1,552,834)</b> |

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Expenses</b>                                |                    |                        |                    |                    |                    |                    |
| 20 - Personnel expenses                        | 990,957            | 763,203                | 749,762            | 810,255            | 818,357            | 826,541            |
| 21 - Accommodation expenses                    | 15,942             | 69,000                 | 64,385             | 65,029             | 65,679             | 66,336             |
| 22 - Property management expenses              | 58,571             | 48,000                 | 218,000            | 220,180            | 222,382            | 224,606            |
| 23 - Office expenses                           | 25,093             | 17,250                 | 50,071             | 50,571             | 51,077             | 51,588             |
| 24 - Representation and communication expenses | 10,480             | 2,000                  | 21,000             | 21,210             | 21,422             | 21,636             |
| 25 - Transport expenses                        | 9,897              | 5,000                  | 52,100             | 52,621             | 53,147             | 53,679             |
| 26 - Depreciation expenses                     | 720                | 720                    | 727                | 734                | 742                | 749                |
| 28 - Subsidies and financial contributions     | 300,910            | 270,000                | 298,650            | 301,637            | 304,653            | 307,699            |
| 30 - Unforeseen                                | (4,371)            | -                      | -                  | -                  | -                  | -                  |
| <b>Expenses Total</b>                          | <b>1,408,199</b>   | <b>1,175,173</b>       | <b>1,454,695</b>   | <b>1,522,237</b>   | <b>1,537,459</b>   | <b>1,552,834</b>   |
| <b>Surplus (deficit)</b>                       | <b>(1,408,199)</b> | <b>(1,175,173)</b>     | <b>(1,454,695)</b> | <b>(1,522,237)</b> | <b>(1,537,459)</b> | <b>(1,552,834)</b> |

Function 6 has no income.

The expenses for 2026 have increased by USD280K compared to 2025.

Property management expenses – increase of USD170K

The increase in other operational expenses for the Unit Social results from expected expenses for the support of social work related to households, transport of schoolchildren, and other support for local households with fewer resources.

Office expenses – increase of USD33K

The increase is related to the registration of specific software and automation expenses, as indicated by the budget holders.

Transport expenses – increase of USD47K

The increase in transport expenses relates to the maintenance, insurance, and fuel for school buses and 2 vehicles.



## Function 611, Werkgelegenheid

### *What do we try to achieve?*

- Place more students and other residents in the labor market, resulting in fewer temporary work permits (TWWs) being issued, due to a better match with the labor market.
- Achieve greater professionalization of the department and ensure sustainability.

### *What do we do to get results?*

- Train local professionals to adopt an initiative-taking attitude towards job seekers and employers.
- Improve transparency in the labor market to increase the successful matching of job seeker's profiles with job vacancies. This improved matching will be facilitated by introducing a digital registration system.
- Perform active company visits to build relationships.
- Ensure the availability of tools to support participation by people with disabilities (small-scale approach, sheltered work).
- Continue exploring social return opportunities.
- Establish a Job Center in collaboration with RCN-SZW.
- Continue exploring the establishment of additional employment support initiatives.
- Foster relationships with Gwendoline van Putten school (GvP), New Challenges Foundation (NCF) and ROA.
- Acquire a registration system.

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b>          | 20 - Personnel expenses                        | 570,884          | 485,628                | 486,227          | 491,089          | 496,000          | 500,960          |
|                          | 21 - Accomodation expenses                     | 8,537            | 38,000                 | 51,775           | 52,293           | 52,816           | 53,344           |
|                          | 22 - Property management expenses              | 6,627            | 3,000                  | 8,000            | 8,080            | 8,161            | 8,242            |
|                          | 23 - Office expenses                           | 7,080            | 15,000                 | 32,200           | 32,522           | 32,847           | 33,176           |
|                          | 24 - Representation and communication expenses | 4,235            | -                      | 1,500            | 1,515            | 1,530            | 1,545            |
|                          | 25 - Transport expenses                        | 7,116            | 2,500                  | 9,000            | 9,090            | 9,181            | 9,273            |
|                          | 26 - Depreciation expenses                     | 720              | 720                    | 727              | 734              | 742              | 749              |
|                          | 30 - Unforeseen                                | (119)            | -                      | -                | -                | -                | -                |
| <b>Expenses Total</b>    |  | <b>605,080</b>   | <b>544,848</b>         | <b>589,429</b>   | <b>595,323</b>   | <b>601,277</b>   | <b>607,289</b>   |
| <b>Surplus (deficit)</b> |  | <b>(605,080)</b> | <b>(544,848)</b>       | <b>(589,429)</b> | <b>(595,323)</b> | <b>(601,277)</b> | <b>(607,289)</b> |

The total expenses have increased by USD45K compared to 2025.

The increase consists of small increases across the different economic activities. Furthermore, this function includes the payment of pension to former civil servants.

## Function 620 Maatschappelijke begeleiding en advies

### *What do we try to achieve?*

The aim of Social Domain for the year 2026 and beyond is to focus on prevention activities, and as such, strives to:

- Empower our professionals to take up the challenge of meeting the needs of our community.



In 2025, additional areas in which assistance can be provided include:

- Child nurturing.
- Prepare a foundation for (preventive) debt relief.
- Youth work.
- Young adults.
- Social work.

Areas of attention are:

- The prevention of domestic violence and child abuse.
- Advancing work in the field of poverty reduction, in accordance with the package introduced by the Ministry of Social Affairs and Poverty Alleviation Policy OLE.
- Foster a closer working relationship with RCN-SZW to expand the support that can be given to vulnerable groups.
- Collaborate on the execution of projects (financed) by the Ministries.

#### *What do we do to get results?*

OLE will pursue the training of:

- A policy advisor specializing in debt relief.

The activities for the two main domains are detailed below.

#### Domestic Violence and Child Abuse

Domestic violence and child abuse will receive significant attention in the coming years, now that the new administrative agreement with the Ministry of Health, Welfare and Sport has been signed for 2021-2024. Chain cooperation, further development of the MDG through the introduction of a digital registration system, and the roll-out of the legal guidelines for domestic violence / child abuse will be prioritized.

#### Poverty Reduction

Recently, a policy plan for Poverty Reduction has been drawn up and adopted by the Executive Council. This includes:

- Covering the expenses of funerals for individuals whose heirs cannot afford the costs of burial.
- Ensuring that primary school students can continue their education by providing clothing, food, and transport (Refer to function 480).
- Providing support to the most vulnerable through food vouchers.
- Establishing and implementing, in collaboration with ministries, a poverty alleviation policy ("Armoedebeleid St. Eustatius 2024-2027").
- Strengthening the level of expertise among NGOs.

The budget by economic drivers is as follows:

| Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b>                                |                  |                        |                  |                  |                  |                  |
| 20 - Personnel expenses                        | 796,579          | 277,575                | 263,535          | 319,165          | 322,357          | 325,581          |
| 21 - Accommodation expenses                    | 7,350            | 31,000                 | 1,010            | 1,020            | 1,030            | 1,041            |
| 22 - Property management expenses              | 51,826           | 45,000                 | 180,000          | 181,800          | 183,618          | 185,454          |
| 23 - Office expenses                           | 17,277           | 2,250                  | 11,931           | 12,050           | 12,170           | 12,292           |
| 24 - Representation and communication expenses | 6,245            | 2,000                  | 11,500           | 11,615           | 11,731           | 11,848           |
| 25 - Transport expenses                        | 2,782            | 2,500                  | 38,600           | 38,986           | 39,376           | 39,770           |
| 28 - Subsidies and financial contributions     | 910              | -                      | -                | -                | -                | -                |
| 30 - Unforeseen                                | (3,920)          | -                      | -                | -                | -                | -                |
| <b>Expenses Total</b>                          | <b>879,048</b>   | <b>360,325</b>         | <b>506,576</b>   | <b>564,636</b>   | <b>570,283</b>   | <b>575,985</b>   |
| <b>Surplus (deficit)</b>                       | <b>(879,048)</b> | <b>(360,325)</b>       | <b>(506,576)</b> | <b>(564,636)</b> | <b>(570,283)</b> | <b>(575,985)</b> |

The total expenses have increased by USD146K compared to 2025.

Property management expenses – increase of USD135K



The increase in other operational expenses for function 620 ('Unit Social) results from expected expenses for support of social work related to households, the transport of schoolchildren, and other support to local households with fewer resources.

#### Transport expenses – increase of USD36K

The increase in transport expenses relates to the maintenance, insurance, and fuel for school buses and 2 vehicles.

### Function 630 Jeugdwerk

#### *What do we try to achieve?*

- Develop a sustainable and effective integrated youth policy.

This requires a coherent approach in which the voice of the youth can be heard. A broad, preventive support base on the one hand, and good, specialized youth care facilities on the other, are essential.

The Public Entity will make extra efforts in 2024 and 2025 to improve children's rights, in addition to ongoing efforts to combat poverty and stimulate economic development. The recent Situation Analysis UNICEF Report of 2019, "Child on St. Eustatius; Children's Rights in the Caribbean Netherlands", found that while significant progress has been made, further improvements can still be made across all areas of children's lives on St. Eustatius. Both the Public Entity and the Kingdom endorse the report. Child safety, individual development, and participation are the guiding principles in this regard. In 2023, a new Memorandum of Understanding was signed with UNICEF to continue the process of improvement in Children's Rights.

#### *What do we do to get results?*

- Establish and implement an Integrated Youth Policy.
- Implement the recommendations of the UNICEF Situation Analysis Report.
- Establish youth empowerment groups in collaboration with youth organizations.
- Continuous support of the Child Safety Net.
- Continue working along with Ministries in The Hague (VWS) to establish programs for ages 12+.
- Implement recommendations to have St. Eustatius named a Child-Friendly City.

The following projects, which support the social support initiatives of OLE, were allotted and are in execution or are still to be executed. They are financed by Special Allowances by the Ministries of OC&W and VWS.

1. The Social Opportunity Trajectories project aims to give ex-students the tools to find a job or to continue studying at MBO-2 level. Annually funds (special allowance) are transferred to the New Challenges Foundation (NCF) for the implementation of the SKJ process.
2. The Statia Doet project aims to stimulate voluntary work. For the next four years, money has been served for the annual March campaign.
3. The BES (t) 4Kids project serves to improve the accessibility and quality of childcare on St. Eustatius.



## Function 650 Kinderopvang

The Public Entity recognizes what is universally accepted: that the age from birth to four is crucial for the further development of a child. In this developmental stage, the foundation is laid for conceptual learning and developing essential skills, habits, and attitudes, which are essential in building a positive disposition towards learning.

### *What do we try to achieve?*

- Contribute to the program of the daycare centers.
- Further the pursuit of greater professionalism and quality at the daycare centers and after- and out-of-school organizations.

### *What do we do to get results?*

- The 'BES (t) 4Kids' program will work in collaboration with the Ministries of SZW, VWS, and OCW and the other BES islands, to improve the quality and accessibility of child day care and after-school care (see function 630).
- Continue perusing the building of a facility that will accommodate all out-of-school organizations while maintaining their specific identity and goals.
- Provide an annual subsidy to the day care center.

The budget by economic drivers is as follows:

| Description  | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> 28 - Subsidies and financial contributions | 300,000          | 270,000                | 298,650          | 301,637          | 304,653          | 307,699          |
| <b>Expenses Total</b>                                      | <b>300,000</b>   | <b>270,000</b>         | <b>298,650</b>   | <b>301,637</b>   | <b>304,653</b>   | <b>307,699</b>   |
| <b>Surplus (deficit)</b>                                   | <b>(300,000)</b> | <b>(270,000)</b>       | <b>(298,650)</b> | <b>(301,637)</b> | <b>(304,653)</b> | <b>(307,699)</b> |

The subsidies for 2026 are based on the subsidy granted in 2025, resulting in an increase of USD29K.



## Main Function 7 – Public Health

Contributing to a healthy and clean St. Eustatius

*What do we try to achieve?*

- Specific attention for policy formation and further strengthening of the public health network.

In addition to the local budget, Specific Allowances are received from the ministries for the execution of certain programs. The Special Allowances are referred to under the relevant sections.

The budget by function is as follows:

|                          | Function            | Description                              | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|---------------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 700                 | Algemeen beheer volksgezondheid          | -                  | 10,000                 | -                  | -                  | -                  | -                  |
|                          | 710                 | Preventieve en curatieve gezondheidszorg | -                  | -                      | 28,750             | 29,038             | 29,328             | 29,621             |
|                          | 720                 | Slachthuizen                             | 102,100            | 120,000                | 121,200            | 122,412            | 123,636            | 124,872            |
|                          | 721                 | Reiniging                                | 269,714            | 285,000                | 287,850            | 290,729            | 293,636            | 296,572            |
|                          | 725                 | Overige openbare hygiene                 | 21,877             | 18,000                 | -                  | -                  | -                  | -                  |
|                          | 730                 | Overige volksgezondheid                  | 940                | -                      | -                  | -                  | -                  | -                  |
|                          | <b>Income Total</b> |  |                    | <b>394,630</b>         | <b>433,000</b>     | <b>437,800</b>     | <b>442,178</b>     | <b>446,600</b>     |
| <b>Expenses</b>          | 700                 | Algemeen beheer volksgezondheid          | 88,078             | 158,000                | 550,640            | 541,146            | 546,558            | 552,023            |
|                          | 710                 | Preventieve en curatieve gezondheidszorg | 419                | 419                    | 44,723             | 45,170             | 45,622             | 46,078             |
|                          | 720                 | Slachthuizen                             | 534,535            | 445,526                | 737,745            | 917,569            | 926,745            | 936,013            |
|                          | 721                 | Reiniging                                | 1,665,835          | 1,559,673              | 1,573,645          | 1,486,881          | 1,501,750          | 1,516,768          |
|                          | 723                 | Milieu en natuurbeheer                   | 177,150            | 159,435                | 176,352            | 178,116            | 179,897            | 181,696            |
|                          | 724                 | Lijkbezorging (begraafplaats)            | 1,330              | -                      | -                  | -                  | -                  | -                  |
|                          | 725                 | Overige openbare hygiene                 | 530,594            | 504,539                | 95,701             | 96,658             | 97,624             | 98,600             |
| <b>Expenses Total</b>    |                     |  | <b>2,997,941</b>   | <b>2,827,592</b>       | <b>3,178,806</b>   | <b>3,265,541</b>   | <b>3,298,196</b>   | <b>3,331,178</b>   |
| <b>Surplus (deficit)</b> |                     |  | <b>(2,603,310)</b> | <b>(2,394,592)</b>     | <b>(2,741,006)</b> | <b>(2,823,363)</b> | <b>(2,851,597)</b> | <b>(2,880,113)</b> |

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--------------------------|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>            | 08 - Other income                              | 124,916            | 148,000                | 149,950            | 151,450            | 152,964            | 154,494            |
|                          | 10 - Waste tax                                 | 269,714            | 285,000                | 287,850            | 290,729            | 293,636            | 296,572            |
| <b>Income Total</b>      |  | <b>394,630</b>     | <b>433,000</b>         | <b>437,800</b>     | <b>442,178</b>     | <b>446,600</b>     | <b>451,066</b>     |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 1,064,510          | 916,274                | 1,204,998          | 1,374,495          | 1,388,240          | 1,402,122          |
|                          | 21 - Accommodation expenses                    | 6,797              | 54,000                 | 10,060             | 10,161             | 10,262             | 10,365             |
|                          | 22 - Property management expenses              | 1,578,748          | 1,606,500              | 1,679,680          | 1,546,477          | 1,561,942          | 1,577,561          |
|                          | 23 - Office expenses                           | 28,998             | 36,750                 | 36,453             | 36,817             | 37,185             | 37,557             |
|                          | 24 - Representation and communication expenses | 8,130              | -                      | 11,000             | 11,110             | 11,221             | 11,333             |
|                          | 25 - Transport expenses                        | 23,066             | 18,000                 | 32,430             | 32,754             | 33,082             | 33,413             |
|                          | 26 - Depreciation expenses                     | 108,424            | 36,633                 | 12,033             | 59,653             | 60,250             | 60,853             |
|                          | 27 - General expenses                          | 3,577              | -                      | -                  | -                  | -                  | -                  |
|                          | 28 - Subsidies and financial contributions     | 177,150            | 159,435                | 192,152            | 194,074            | 196,015            | 197,975            |
|                          | 30 - Unforeseen                                | (1,459)            | -                      | -                  | -                  | -                  | -                  |
|                          | <b>Expenses Total</b>                          |                    | <b>2,997,941</b>       | <b>2,827,592</b>   | <b>3,178,806</b>   | <b>3,265,541</b>   | <b>3,298,196</b>   |
| <b>Surplus (deficit)</b> |  | <b>(2,603,310)</b> | <b>(2,394,592)</b>     | <b>(2,741,006)</b> | <b>(2,823,363)</b> | <b>(2,851,597)</b> | <b>(2,880,113)</b> |

The income for 2026 has been maintained at the same level as in the budget 2025.

The expenses for 2026 have increased by USD351K compared to 2025.

### Personnel expenses – increase of USD288K

This function has 21 vacancies phased throughout 2026 with the full-year effect included in the 2027 budget. For 1 vacancy, currently filled by a third-party, the salary expenses have been allocated to contractor expenses, to ensure that the expenses show the net effect.

### Property management expenses – increase of USD73K

The increase includes maintenance of roads and lands by USD23K, which is in line with expenditures in 2024. The remaining expenses relate to the waste management plant, based on the contract signed for this purpose, as well as USD29K in additional maintenance expenses.



## Function 700 Algemeen beheer gezondheidszorg

### *What do we try to achieve?*

The unit Public Health (GGD) is responsible for the execution of youth health care programs. Youth Healthcare (JGZ) has an important preventive function, aimed at protecting and promoting the physical, social, and mental health of youth, both individually and collectively. JGZ works in a population-oriented and preventive manner and must therefore maintain the profile of all children.

Essential here is to perform a broad, comprehensive assessment of the child, in which physical, psychological, social, and cognitive aspects are examined, together with an appreciation for the social and physical environment in which the child functions (family, education, and leisure time). JGZ plays an important role within public health care on St. Eustatius and operates from a social-medical perspective. The Public Health unit must

- Ensure that JGZ reaches all young people and that they are offered the care stipulated in the Basic JGZ tasks package.

It is important to

- Ensure continuity in the care of every child, so a continuous, uninterrupted span of attention from 0 to 18 years can be achieved.

In the area of prevention, in addition to periodic school health care, the approach is being strengthened, with targeted lessons to increase the self-reliance and resilience of young people.

Teaching modules have been specifically produced for use in schools. The teaching modules are divided into 6 themes:

1. Physical development.
2. Social emotional development.
3. Reproduction & planned parenthood.
4. Assertiveness.
5. Sexuality, alcohol, and drugs.
6. Healthy eating (“*smaaklessen*”).

### *What do we do to get results?*

- Subjects such as body awareness, self-image, assertiveness, differences between boys and girls, friendships, falling in love, changes in puberty, reproduction, pregnancy, sexuality, online/offline behavior, and STD's, healthy eating are part of the program. Later, other important subjects, such as healthy eating, and going abroad, will be added to the program.
- Health problems among young people are addressed through current programs, as well as new programs such as prevention in the field of oral hygiene, tackling overweight and obesity, and structural activities in the field of sport (sports and prevention agreement).

For further development in the field of youth health care, efforts will be made regarding:

- Improving the national vaccination program.
- The introduction of the electronic child file and adolescent care.
- Continued supervision of childcare centers (Bes(t) 4Kids) will continue.
- Population Health (cancer) screening.
- Monitoring and gathering data on NCD to evaluate primary prevention measures.
- Introduction maternal pertussis vaccination.
- Strengthening pre-natal care.
- Preparing and implementing the JOGG approach to combat youth obesity.



The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|-----------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b> 08 - Other income                | -               | 10,000                 | 28,750           | 29,038           | 29,328           | 29,621           |
| <b>Income Total</b>                            | -               | 10,000                 | 28,750           | 29,038           | 29,328           | 29,621           |
| <b>Expenses</b> 20 - Personnel expenses        | 86,060          | 96,000                 | 534,000          | 524,340          | 529,583          | 534,879          |
| 21 - Accommodation expenses                    | 46              | 48,000                 | 2,000            | 2,020            | 2,040            | 2,061            |
| 22 - Property management expenses              | 1,511           | 10,000                 | 23,600           | 23,836           | 24,074           | 24,315           |
| 23 - Office expenses                           | 183             | -                      | 6,500            | 6,565            | 6,631            | 6,697            |
| 24 - Representation and communication expenses | (39)            | -                      | 1,000            | 1,010            | 1,020            | 1,030            |
| 25 - Transport expenses                        | 317             | 4,000                  | 12,040           | 12,160           | 12,282           | 12,405           |
| 26 - Depreciation expenses                     | 419             | 419                    | 423              | 427              | 432              | 436              |
| 28 - Subsidies and financial contributions     | -               | -                      | 15,800           | 15,958           | 16,118           | 16,279           |
| <b>Expenses Total</b>                          | <b>88,497</b>   | <b>158,419</b>         | <b>595,363</b>   | <b>586,317</b>   | <b>592,180</b>   | <b>598,102</b>   |
| <b>Surplus (deficit)</b>                       | <b>(88,497)</b> | <b>(148,419)</b>       | <b>(566,613)</b> | <b>(557,279)</b> | <b>(562,852)</b> | <b>(568,481)</b> |

The total expenses have increased by USD437K.

This is caused mainly by personnel expenses which have been allocated to this function. These consist of 7 fixed positions and 5 vacancies. The vacancies are phased throughout 2026, with the full-year effect recorded in 2027. This is a reclassification from function 725.

## Function 720, Slachthuizen

### *What do we try to achieve?*

The slaughterhouse provides animal breeders with the facilities to have their animals slaughtered under controlled, hygienic conditions. The goal is to ensure that the slaughtering is done under ideal, controlled conditions (hygienic), ensuring that the meat is ultimately suitable for human consumption. The slaughterhouse also provides space for the storage and processing raw meat to other end products.

### *What do we do to get results?*

To guarantee that the slaughterhouse provides the necessary services. Provisions have been made:

- To ensure that the right professionals with the desired competencies operate within the unit.
- To pursue the upgrading of the current building.
- To ensure that the safety and hygiene standards are met.

In 2019, an inventory was done by the Ministry of Agriculture, Nature, and Animal Husbandry (LNV) to evaluate what is needed to achieve the desired conditions. Apart from the upgrading of the equipment and structure, the report revealed that the slaughterhouse was in dire need of infrastructural improvements to ensure that operations comply with hygiene, labor, and safety standards.

An expansion of services is necessary to enhance the development of the meat industry.

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b> 08 - Other income                | 102,100          | 120,000                | 121,200          | 122,412          | 123,636          | 124,872          |
| <b>Income Total</b>                            | <b>102,100</b>   | <b>120,000</b>         | <b>121,200</b>   | <b>122,412</b>   | <b>123,636</b>   | <b>124,872</b>   |
| <b>Expenses</b> 20 - Personnel expenses        | 407,543          | 326,824                | 623,506          | 802,188          | 810,210          | 818,312          |
| 21 - Accommodation expenses                    | 5,815            | 5,000                  | 5,050            | 5,101            | 5,152            | 5,203            |
| 22 - Property management expenses              | 82,225           | 79,000                 | 77,730           | 78,507           | 79,292           | 80,085           |
| 23 - Office expenses                           | 28,272           | 29,250                 | 22,953           | 23,182           | 23,414           | 23,648           |
| 24 - Representation and communication expenses | 92               | -                      | 3,000            | 3,030            | 3,060            | 3,091            |
| 25 - Transport expenses                        | 5,672            | 3,250                  | 3,283            | 3,315            | 3,348            | 3,382            |
| 26 - Depreciation expenses                     | 2,202            | 2,202                  | 2,224            | 2,246            | 2,269            | 2,291            |
| 27 - General expenses                          | 3,577            | -                      | -                | -                | -                | -                |
| 30 - Unforeseen                                | (863)            | -                      | -                | -                | -                | -                |
| <b>Expenses Total</b>                          | <b>534,535</b>   | <b>445,526</b>         | <b>737,745</b>   | <b>917,569</b>   | <b>926,745</b>   | <b>936,013</b>   |
| <b>Surplus (deficit)</b>                       | <b>(432,435)</b> | <b>(325,526)</b>       | <b>(616,545)</b> | <b>(795,157)</b> | <b>(803,109)</b> | <b>(811,140)</b> |



The income is a continuation of the 2025 budget, as the preparations for Statia Day are expected to have a positive effect on economic activity.

The expenses have increased by USD297K and pertain to 3 units that have been reallocated to this function. This consists of 7 fixed positions and 6 vacancies which are assigned to projects financed through special allowances.

## Function 721, Reiniging

*What do we try to achieve?*

Providing a clean, healthy, and safe environment for the inhabitants of the island remains a core responsibility of the government. All public spaces, including streets, parks, and private properties, should be maintained and deemed user-friendly.

*What do we do to get results?*

In 2018, an agreement was signed with St. Eustatius Waste Management Solution to handle all waste on the island, including garbage collection. The contract was signed for an initial period of 5 years.

The street sweeping contracts need to be revised, and newly constructed streets have been added for cleaning. Some communities that were not previously included in the street cleaning contracts have been incorporated into the 2022 public space maintenance plan.

The maintenance of public spaces falls under the Department of Public Works and Services (PWS).

The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026     | Budget<br>2027     | Budget<br>2028     | Budget<br>2029     |
|--|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b> 10 - Waste tax                   | 269,714            | 285,000                | 287,850            | 290,729            | 293,636            | 296,572            |
| <b>Income Total</b>                            | <b>269,714</b>     | <b>285,000</b>         | <b>287,850</b>     | <b>290,729</b>     | <b>293,636</b>     | <b>296,572</b>     |
| <b>Expenses</b> 20 - Personnel expenses        | 64,402             | 36,161                 | 45,764             | 46,222             | 46,684             | 47,151             |
| 22 - Property management expenses              | 1,492,389          | 1,482,000              | 1,513,495          | 1,378,630          | 1,392,416          | 1,406,340          |
| 23 - Office expenses                           | -                  | 7,500                  | 5,000              | 5,050              | 5,101              | 5,152              |
| 24 - Representation and communication expenses | 7,831              | -                      | -                  | -                  | -                  | -                  |
| 26 - Depreciation expenses                     | 101,594            | 34,012                 | 9,386              | 56,980             | 57,550             | 58,125             |
| 30 - Unforeseen                                | (381)              | -                      | -                  | -                  | -                  | -                  |
| <b>Expenses Total</b>                          | <b>1,665,835</b>   | <b>1,559,673</b>       | <b>1,573,645</b>   | <b>1,486,881</b>   | <b>1,501,750</b>   | <b>1,516,768</b>   |
| <b>Surplus (deficit)</b>                       | <b>(1,396,121)</b> | <b>(1,274,673)</b>     | <b>(1,285,795)</b> | <b>(1,196,153)</b> | <b>(1,208,114)</b> | <b>(1,220,196)</b> |

The income from waste tax has been budgeted based on the number of households and companies subject to this tax.

The expenses of 2026 have increased by USD14K compared to 2025.

### Property management expenses – increase of USD32K

This includes expenses for third parties to provide services with cleaning and maintenance throughout the year as well as the maintenance of roads and buildings.

### Depreciation expenses – decrease of USD25K

Depreciation expenses have been determined based on the fixed assets schedule and expected investments, resulting in a decrease of USD25K.

## Function 722, Riolering en waterzuivering

The “Leverage Regulation Act” (“*kapstokregelgeving*”), provides the possibility of implementing regulations for operating costs, supervision, and other related matters. Based on the minimum requirements for sewage and water purification in this act, it is essential for OLE to assess the wastewater situation and subsequently establish regulations for the effective collection and transportation of wastewater to protect the soil and the sea.

Septic tanks are used extensively. They are sealed when full, but once the wastewater becomes galvanized, it does not settle properly. This issue is particularly problematic along the coastline, where the waste does not settle as it should, posing a risk of mixing seawater and potentially contaminating



the water park. This issue is currently being monitored. The hotels on the coast have their own purification system.

*What do we try to achieve?*

To maintain compliance with the minimum requirements for sewage and water purification.

*What do we do to get results?*

OLE is developing a comprehensive plan for sewage and water management. A request has been made to the Ministry of Infrastructure and Water Management (I&EW) to facilitate a case study on best practices for wastewater management.

## Function 723, Milieu en natuurbeheer

*What do we try to achieve?*

Nature Management and Protection.

According to BES laws on Nature Conservation and Protection, the Ministry of Agriculture, Nature and Food (LNV), in consultation with the BES islands, establishes a Nature Policy Plan every five years. The new plan has been completed, along with the implementation agenda. OLE also has the opportunity to establish and ratify its own policy plan. Since the 2019 reorganization, the Directorate of ENI has integrated nature conservation as a cornerstone of socio-economic development.

This plan is focused on the protection of nature on the island, outlining how nature should and could be used. It also covers international commitments and the obligations arising from the regulations and treaties related to the policy plan.

The conservation and protection of nature are central to the socio-economic development of the islands. This is achieved through:

- The designation and management of nature parks, ensuring they meet international requirements.
- Protecting and managing protected species and biodiversity, including measures to combat trafficking of protected animals.

*What do we do to get results?*

An integral part of nature conservation is the enforcement of the regulations. The government has mandated STENAPA (St. Eustatius National Parks) to oversee both marine and terrestrial parks.

With support from the Ministry of I&W, BZK and the Ministry of LNV, additional resources have been allocated for the enhancement of these facilities and institutes, as outlined in the implementation agenda. Environmental inspectors will ensure that users of natural resources adhere to the established regulations and guidelines.

Additionally, extra effort is being made to address the island's massive erosion problem through an integrated approach. Special attention has been given to the health of the coral population, as well as to managing roaming animals and invasive species. Environmental policies, permits, transportation and storage policies for hazardous substances, soil protection, drainage and environmental impact assessments have been mandated to the unit VTH.



The budget by economic activity is as follows:

| Description  | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> 28 - Subsidies and financial contributions | 177,150          | 159,435                | 176,352          | 178,116          | 179,897          | 181,696          |
| <b>Expenses Total</b>                                      | <b>177,150</b>   | <b>159,435</b>         | <b>176,352</b>   | <b>178,116</b>   | <b>179,897</b>   | <b>181,696</b>   |
| <b>Surplus (deficit)</b>                                   | <b>(177,150)</b> | <b>(159,435)</b>       | <b>(176,352)</b> | <b>(178,116)</b> | <b>(179,897)</b> | <b>(181,696)</b> |

The budget is based on the agreed subsidy for 2025. Subsidies are evaluated on an annual basis and depend on compliance by the subsidized institution. This results in an increase of USD17K.

## Function 724, Lijkbezorging, incl. begraafplaatsen

*What do we try to achieve?*

OLE is obliged to facilitate adequate burial grounds and cemeteries according to the BES Funeral Act ("de begrafeniswet"). This can be accomplished either by owning or managing these spaces directly, or through a private party.

*What do we do to get results?*

OLE continues to provide support through manpower and technical advice for the use of the cemetery's spaces. As part of the hurricane relief program, financed by a contribution of BZK (EUR 405K), all cemeteries have been partially rehabilitated. The use and control of the cemetery spaces are monitored through inspections and registry management.

## Function 725, Overige openbare hygiene

*What do we try to achieve?*

- Improve the food inspection function.

In the coming year, supervision of compliance with the Commodities Act and the Labeling Decree will be intensified, in response to complaints regarding food safety. Targeted inspections of supermarkets and catering establishments that violate the law will be conducted, and sanctions will be imposed where necessary. The number of inspections will be increased in cooperation with the Permits Unit.

*What do we do to get results?*

We will:

- Strengthen control over imported goods and enhance control in cooperation with import agents.
- Perform targeted inspections at supermarkets, grocery stores, and restaurants (HORECA).
- Complete and implement a digital registration and control system.
- Establish work protocols and processes.
- Ensure continuous upgrading of staff members.



The budget by economic activity is as follows:

| Description                                    | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026  | Budget<br>2027  | Budget<br>2028  | Budget<br>2029  |
|--|------------------|------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Income</b>                                  |                  |                        |                 |                 |                 |                 |
| 08 - Other income                              | 21,877           | 18,000                 | -               | -               | -               | -               |
| <b>Income Total</b>                            | <b>21,877</b>    | <b>18,000</b>          | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        |
| <b>Expenses</b>                                |                  |                        |                 |                 |                 |                 |
| 20 - Personnel expenses                        | 506,506          | 457,289                | 1,728           | 1,745           | 1,763           | 1,780           |
| 21 - Accomodation expenses                     | 936              | 1,000                  | 3,010           | 3,040           | 3,071           | 3,101           |
| 22 - Property management expenses              | 1,293            | 35,500                 | 64,855          | 65,504          | 66,159          | 66,820          |
| 23 - Office expenses                           | 543              | -                      | 2,000           | 2,020           | 2,040           | 2,061           |
| 24 - Representation and communication expenses | 247              | -                      | 7,000           | 7,070           | 7,141           | 7,212           |
| 25 - Transport expenses                        | 17,077           | 10,750                 | 17,108          | 17,279          | 17,451          | 17,626          |
| 26 - Depreciation expenses                     | 4,208            | -                      | -               | -               | -               | -               |
| 30 - Unforeseen                                | (216)            | -                      | -               | -               | -               | -               |
| <b>Expenses Total</b>                          | <b>530,594</b>   | <b>504,539</b>         | <b>95,701</b>   | <b>96,658</b>   | <b>97,624</b>   | <b>98,600</b>   |
| <b>Surplus (deficit)</b>                       | <b>(508,716)</b> | <b>(486,539)</b>       | <b>(95,701)</b> | <b>(96,658)</b> | <b>(97,624)</b> | <b>(98,600)</b> |

Total expenses have decreased by USD409K compared to 2025.

Personnel expenses – decrease of USD456K

The decrease in personnel expenses follows from the relocation of personnel to functions 700 and 720.

Property management expenses – increase of USD29K

The increase is based on the request of the department for expected expenses for social support of low-income households.





## Main Function 8 – Spatial Planning and Public Housing

Stimulating structured spatial development and access to housing

*What do we try to achieve?*

It is the goal of OLE to:

- Ensure that adequate land space is made available for the development of the housing sector.
- Ensure that the housing community is structurally integrated into the overall development of the community.

Additionally, the provision of land for economic development and the free movement of people are considered priorities. The availability of sufficient and adequate public spaces is important for the spatial layout of the island and the development of its people.

*How do we want to achieve that?*

- A new Land Policy was drafted in 2021 and has been implemented in the 2022 budget and calendar year and submitted to the Island Council for ratification.
- Revise and reallocate land for housing development.

The budget by function is as follows:

|                          | Function | Description                      | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026  | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|----------|----------------------------------|-----------------|------------------------|-----------------|------------------|------------------|------------------|
| Income                   | 820      | Woningbouwexploitatie/woningbouw | 300             | -                      | -               | -                | -                | -                |
| <b>Income Total</b>      |          |                                  | <b>300</b>      | <b>-</b>               | <b>-</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Expenses                 | 820      | Woningbouwexploitatie/woningbouw | 22,599          | 1,707                  | 78,224          | 191,806          | 193,724          | 195,662          |
| <b>Expenses Total</b>    |          |                                  | <b>22,599</b>   | <b>1,707</b>           | <b>78,224</b>   | <b>191,806</b>   | <b>193,724</b>   | <b>195,662</b>   |
| <b>Surplus (deficit)</b> |          |                                  | <b>(22,299)</b> | <b>(1,707)</b>         | <b>(78,224)</b> | <b>(191,806)</b> | <b>(193,724)</b> | <b>(195,662)</b> |

The budget by economic activity is as follows:

|                          | Description                                | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026  | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|-----------------|------------------------|-----------------|------------------|------------------|------------------|
| Income                   | 03 - Property management income            | 300             | -                      | -               | -                | -                | -                |
| <b>Income Total</b>      |  | <b>300</b>      | <b>-</b>               | <b>-</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Expenses                 | 26 - Depreciation expenses                 | 22,599          | 1,707                  | 78,224          | 191,806          | 193,724          | 195,662          |
|                          | 28 - Subsidies and financial contributions | -               | -                      | -               | -                | -                | -                |
| <b>Expenses Total</b>    |  | <b>22,599</b>   | <b>1,707</b>           | <b>78,224</b>   | <b>191,806</b>   | <b>193,724</b>   | <b>195,662</b>   |
| <b>Surplus (deficit)</b> |  | <b>(22,299)</b> | <b>(1,707)</b>         | <b>(78,224)</b> | <b>(191,806)</b> | <b>(193,724)</b> | <b>(195,662)</b> |

This function consists only of depreciation expenses. The increase in depreciation expenses results from the investments in buildings during 2025 through 2027. See investment schedule.



## Function 820, Woningexploitatie/woningbouw

### *What do we try to achieve?*

- Provide adequate living conditions and standards for the inhabitants of the island, with a focus on ensuring sufficient affordable housing for specific target groups.

### *What do we do to get results?*

- Provide an annual subsidy to the St. Eustatius Housing Foundation (SHF).
- Facilitate the sale of Golden Rock houses to the current renters and renovate the unsold houses.
- Construct social housing in assorted sizes, offering them for rent at competitive prices.
- Establish a rent commission with relevant policies and guidelines that comply with current legislation.
- Promote affordable housing for young professionals.
- Expand the Viola van Zanten facilities.

The responsibility of social housing has been mandated to the St. Eustatius Housing Foundation (SHF). While OLE previously provided support in the form of subsidies, the financing of social housing is now arranged through other funding sources.





## Main Function 9 – Financing and General Cover funds.

Generating revenues to pay for the annual budget

*What do we try to achieve?*

- Generate sufficient funding to cover all necessary expenses OLE must incur to execute the year's program.

The budget by function is as follows:

|                          | Function | Description                    | Actuals<br>2024   | Primary<br>budget 2025 | Budget<br>2026    | Budget<br>2027    | Budget<br>2028    | Budget<br>2029    |
|--------------------------|----------|--------------------------------|-------------------|------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>            | 920      | Belastingen                    | 163,622           | 131,950                | 150,000           | 151,500           | 153,015           | 154,545           |
|                          | 921      | Vrije uitkering                | 21,388,430        | 21,973,584             | 22,531,121        | 22,891,008        | 23,601,418        | 23,865,918        |
|                          | 922      | Algemene uitgaven en inkomsten | 39,546            | -                      | -                 | -                 | -                 | -                 |
| <b>Income Total</b>      |          |                                | <b>21,591,597</b> | <b>22,105,534</b>      | <b>22,681,121</b> | <b>23,042,508</b> | <b>23,754,433</b> | <b>24,020,463</b> |
| <b>Expenses</b>          | 921      | Vrije uitkering                | 265,280           | 3,066                  | 13,580            | 13,716            | 13,853            | 13,991            |
|                          | 922      | Algemene uitgaven en inkomsten | 1,550,230         | 381,245                | 301,105           | 304,116           | 307,157           | 310,229           |
| <b>Expenses Total</b>    |          |                                | <b>1,815,510</b>  | <b>384,311</b>         | <b>314,685</b>    | <b>317,832</b>    | <b>321,010</b>    | <b>324,220</b>    |
| <b>Surplus (deficit)</b> |          |                                | <b>19,776,087</b> | <b>21,721,223</b>      | <b>22,366,436</b> | <b>22,724,676</b> | <b>23,433,423</b> | <b>23,696,243</b> |

The budget by economic activity is as follows:

|                          | Description                                    | Actuals<br>2024   | Primary<br>budget 2025 | Budget<br>2026    | Budget<br>2027    | Budget<br>2028    | Budget<br>2029    |
|--------------------------|--|-------------------|------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>            | 01 - Free allowances                           | 21,388,430        | 21,973,584             | 22,531,121        | 22,891,008        | 23,601,418        | 23,865,918        |
|                          | 02 - Taxes and levies                          | 163,607           | 131,950                | 150,000           | 151,500           | 153,015           | 154,545           |
|                          | 04 - Airport                                   | -                 | -                      | -                 | -                 | -                 | -                 |
|                          | 07 - Fees and dues                             | 15                | -                      | -                 | -                 | -                 | -                 |
|                          | 12 - Other special income                      | 39,546            | -                      | -                 | -                 | -                 | -                 |
| <b>Income Total</b>      |  | <b>21,591,597</b> | <b>22,105,534</b>      | <b>22,681,121</b> | <b>23,042,508</b> | <b>23,754,433</b> | <b>24,020,463</b> |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 33,513            | -                      | -                 | -                 | -                 | -                 |
|                          | 21 - Accomodation expenses                     | 84,438            | -                      | 6,080             | 6,141             | 6,202             | 6,264             |
|                          | 23 - Office expenses                           | 8,527             | -                      | 7,500             | 7,575             | 7,651             | 7,727             |
|                          | 24 - Representation and communication expenses | 40,000            | -                      | -                 | -                 | -                 | -                 |
|                          | 26 - Depreciation expenses                     | 2,466             | 3,066                  | -                 | -                 | -                 | -                 |
|                          | 27 - General expenses                          | 969,309           | 160,500                | 121,105           | 122,316           | 123,539           | 124,775           |
|                          | 30 - Unforeseen                                | 677,258           | 220,745                | 180,000           | 181,800           | 183,618           | 185,454           |
| <b>Expenses Total</b>    |  | <b>1,815,510</b>  | <b>384,311</b>         | <b>314,685</b>    | <b>317,832</b>    | <b>321,010</b>    | <b>324,220</b>    |
| <b>Surplus (deficit)</b> |  | <b>19,776,087</b> | <b>21,721,223</b>      | <b>22,366,436</b> | <b>22,724,676</b> | <b>23,433,423</b> | <b>23,696,243</b> |

The income for 2026 has increased by USD575K.

The increase results from the free allowances reflect the expected free allowances for the years 2026 through 2028, based on the February 2025 circulaire, adjusted for the indexation stated in the October 2024 circulaire. From 2027 onwards, the additional repayments of new interest-free loans have been deducted from the free allowances. Please refer to the investment schedule and the cashflow statement for further details.



## Function 920 Belastingen

*What do we try to achieve?*

Generate optimal and reasonable revenue from the resident populations of St. Eustatius, as well as from tourists and local organizations, while minimizing costs.

*What do we do to get results?*

- Optimize the databases of road tax, tourist tax, waste tax, and car rental tax.
- Send timely and accurate tax assessments, preferably by email.
- Collect in a friendly yet effective manner.
- Begin the collection of precision tax by enforcement in the public domain.
- Prepare of the handover of tax collection to BCN Bonaire.

The budget by economic drivers is as follows:

| Description              | Actuals<br>2024 | Primary<br>budget 2025 | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|--------------------------|-----------------|------------------------|----------------|----------------|----------------|----------------|
| <b>Income</b>            |                 |                        |                |                |                |                |
| 02 - Taxes and levies    | 163,607         | 131,950                | 150,000        | 151,500        | 153,015        | 154,545        |
| 07 - Fees and dues       | 15              | -                      | -              | -              | -              | -              |
| <b>Income Total</b>      | <b>163,622</b>  | <b>131,950</b>         | <b>150,000</b> | <b>151,500</b> | <b>153,015</b> | <b>154,545</b> |
| <b>Surplus (deficit)</b> | <b>163,622</b>  | <b>131,950</b>         | <b>150,000</b> | <b>151,500</b> | <b>153,015</b> | <b>154,545</b> |

The income for 2026 is consistent with the development of 2024 and 2025.

## Function 921 Vrije uitkeringen

*What do we try to achieve?*

Generate optimal funding from the Dutch Government to cover for annual budgeted expenses.

*What do we do to get results?*

- Apply and distribute this income to meet the various demands, to the best of our ability.
- Budget prudently by staying at the level of the revised 2020 free allowance.

*What budget do we have available?*

The primary source of income for this function (921) is the free allowances (Vrije Uitkeringen) provided by the Ministry of BZK and other government contributions. The free allowances have increased compared to 2024, based on the actual information of the ministry of BZK.

The free allowances are presented as a gross amount, with the difference from the net amount consisting of the repayment withheld from the allocated amounts.

| Free Allowance                             | 2024              | 2025              | 2026              | 2027              | 2028              | 2029              |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Basis free allowance                       | 14,502,405        | 18,289,904        | 18,734,021        | 19,233,523        | 22,891,008        | 23,134,195        |
| Structural addition FA                     | 2,552,921         | -                 | -                 | 2,967,110         | -                 | -                 |
| Incidental addition FA                     | 8,728,124         | 3,206,355         | 3,086,880         | -                 | -                 | -                 |
| Less: repayment interest-free loan         | - 200,000         | - 200,000         | - 305,000         | - 380,000         | - 488,000         | - 488,000         |
| <b>Preliminary net free allowance</b>      | <b>25,583,450</b> | <b>21,296,259</b> | <b>21,515,901</b> | <b>21,820,633</b> | <b>22,403,008</b> | <b>22,646,195</b> |
| Less: free allowances with designation     | - 5,518,099       | -                 | -                 | -                 | -                 | -                 |
| <b>Free allowance calculated</b>           | <b>20,065,351</b> | <b>21,296,259</b> | <b>21,515,901</b> | <b>21,820,633</b> | <b>22,403,008</b> | <b>22,646,195</b> |
| LPO adjustment                             | 1,123,079         | 477,325           | 710,220           | 690,375           | 710,410           | 731,722           |
| <b>Final net free allowance calculated</b> | <b>21,188,430</b> | <b>21,773,584</b> | <b>22,226,121</b> | <b>22,511,008</b> | <b>23,113,418</b> | <b>23,377,917</b> |
| <b>Gross budget</b>                        | <b>21,388,430</b> | <b>21,973,584</b> | <b>22,531,121</b> | <b>22,891,008</b> | <b>23,601,418</b> | <b>23,865,918</b> |
| <b>Difference - repayment</b>              | <b>-200,000</b>   | <b>-200,000</b>   | <b>-305,000</b>   | <b>-380,000</b>   | <b>-488,000</b>   | <b>-488,000</b>   |



The annual repayment of an interest-free loan is deducted from the free allowances in the cashflow report. This is an annual installment of USD305K for 2026. In 2027 an additional repayment of USD75K is included for the expected loan to finish the new GVP school building. In 2028 an additional repayment of USD108K is included, being the repayment of the loan expected for social housing.

The table below shows the repayments of the interest-free loans:

| Repayments                           | 2025           | 2026           | 2027           | 2028           | 2029           |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Repayment loans Housing Education    | 200,000        | 200,000        | 200,000        | 200,000        | 200,000        |
| Repayment loan Eco Statia Settlement | 105,000        | 105,000        | 105,000        | 105,000        | 105,000        |
| Repayment loan GVP school            | -              | -              | 75,000         | 75,000         | 75,000         |
| Repayment loan Social housing        | -              | -              | -              | 108,000        | 108,000        |
| <b>Total</b>                         | <b>305,000</b> | <b>305,000</b> | <b>380,000</b> | <b>488,000</b> | <b>488,000</b> |

### Loan – Education Housing

This is an existing interest-free loan of USD 4.0M (granted in 2013 by the Ministry of Education, Culture and Science) with a 20-year term. Annual repayment of USD 200,000 is withheld from the free allowance. Outstanding balance: USD 1.5M as of 30 June 2025.

### Loan – Eco-Statia Settlement

On December 20, 2024, the Ministry of the Interior and Kingdom Relations provided a special grant of USD 2.1M and an interest-free loan of USD 2.1M (20-year term) to settle the Eco-Statia agreement. Annual repayment of USD 105,000 is withheld from the free allowance. Outstanding balance: USD 2.047M as of 30 June 2025. By letter BZK 2024-0000971011, the Minister formally approved both the loan and the grant for this settlement.

### Loan – GVP School

A loan of USD 1.5M will be requested for the additional costs to finish the building of the GVP school. The expected repayment period is 20 years, resulting in USD75K per year repayment.

### Loan – Social Housing

A loan will be requested for the building of social houses in the amount of USD4.2M. The expected repayment period is 40 years, resulting in USD108K per year repayment.

The budget by economic activity is as follows:

|                 | Description                | Actuals<br>2024   | Primary<br>budget 2025 | Budget<br>2026    | Budget<br>2027    | Budget<br>2028    | Budget<br>2029    |
|-----------------|----------------------------|-------------------|------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>   | 01 - Free allowances       | 21,388,430        | 21,973,584             | 22,531,121        | 22,891,008        | 23,601,418        | 23,865,918        |
|                 | 04 - Airport               | -                 | -                      | -                 | -                 | -                 | -                 |
|                 | <b>Income Total</b>        | <b>21,388,430</b> | <b>21,973,584</b>      | <b>22,531,121</b> | <b>22,891,008</b> | <b>23,601,418</b> | <b>23,865,918</b> |
| <b>Expenses</b> | 21 - Accomodation expenses | -                 | -                      | 6,080             | 6,141             | 6,202             | 6,264             |
|                 | 23 - Office expenses       | -                 | -                      | 7,500             | 7,575             | 7,651             | 7,727             |
|                 | 26 - Depreciation expenses | 2,466             | 3,066                  | -                 | -                 | -                 | -                 |
|                 | 27 - General expenses      | (69,860)          | -                      | -                 | -                 | -                 | -                 |
|                 | 30 - Unforeseen            | 332,675           | -                      | -                 | -                 | -                 | -                 |
|                 | <b>Expenses Total</b>      | <b>265,280</b>    | <b>3,066</b>           | <b>13,580</b>     | <b>13,716</b>     | <b>13,853</b>     | <b>13,991</b>     |
|                 | <b>Surplus (deficit)</b>   | <b>21,123,150</b> | <b>21,970,518</b>      | <b>22,517,541</b> | <b>22,877,292</b> | <b>23,587,565</b> | <b>23,851,926</b> |



## Function 922 Algemene uitgaven en inkomsten

*What do we try to achieve?*

Collect optimal revenues and administrative expenses from sources that cannot be placed at an available function. Be prudent in managing unbudgeted expenses.

*What do we do to get results?*

- Budget 1% of the annual budget for unexpected and unforeseen expenses.
- Strive to reduce general expenses and optimize general income.

|                          | Description                                    | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|--------------------------|--|--------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>            | 12 - Other special income                      | 39,546             | -                      | -                | -                | -                | -                |
| <b>Income Total</b>      |  | <b>39,546</b>      | -                      | -                | -                | -                | -                |
| <b>Expenses</b>          | 20 - Personnel expenses                        | 33,513             | -                      | -                | -                | -                | -                |
|                          | 21 - Accomodation expenses                     | 84,438             | -                      | -                | -                | -                | -                |
|                          | 23 - Office expenses                           | 8,527              | -                      | -                | -                | -                | -                |
|                          | 24 - Representation and communication expenses | 40,000             | -                      | -                | -                | -                | -                |
|                          | 27 - General expenses                          | 1,039,169          | 160,500                | 121,105          | 122,316          | 123,539          | 124,775          |
|                          | 30 - Unforeseen                                | 344,583            | 220,745                | 180,000          | 181,800          | 183,618          | 185,454          |
| <b>Expenses Total</b>    |  | <b>1,550,230</b>   | <b>381,245</b>         | <b>301,105</b>   | <b>304,116</b>   | <b>307,157</b>   | <b>310,229</b>   |
| <b>Surplus (deficit)</b> |  | <b>(1,510,684)</b> | <b>(381,245)</b>       | <b>(301,105)</b> | <b>(304,116)</b> | <b>(307,157)</b> | <b>(310,229)</b> |





## Mandatory Paragraphs

### A. Section Good Governance (Business operations & Customer services)

St Eustatius is an independent and fully-fledged special municipality and wants to remain so: autonomous and involved! To continue meeting the quality standards in the future, the organization must continue evolving. The objective is to achieve results that maintain an optimal living environment on the island, while providing advice to our municipal administration in an integrated and transparent manner. We do this with courage, in good cooperation, and with integrity being of paramount importance to us.

The municipal organization focuses on the priorities set by the Board. It adopts a proactive attitude and collaborates effectively with citizens, businesses, other governments, and ministries. Cooperation with the other "BES islands" plays a significant role in this. The government's agreement is important in this respect, as it underlines the unique position of St. Eustatius and the agreements made between the central government and the municipal administration.

Good cooperation and active coordination between directorates, public bodies and the state should enhance the quality and future-proof municipal services for residents and visitors.

The vision of the cooperation organization needs to be revised. The business operations of St. Eustatius have been reconsidered in recent years. We have worked on improving financial management, and next year work will continue on optimizing financial management, as well as improving the services to citizens, digitization, personnel policy and facility management.

For St. Eustatius, ensuring the quality of its human resources remains a key area of attention. The starting point is a flexible and environmentally aware organization. This also requires clarity regarding roles, tasks, and powers. Due to a changing society and the changing role of the government, the organization needs broad attention. Additionally, the current fine structure needs to be adjusted.



## B. Local Levies

Local revenues are an important source of income for OLE. The purpose for local taxes and user fees is to locally generate a portion of the funding needed to cover the costs associated with executing a wide range of tasks and providing certain services to the Island's residents. In principle, the remission of claims is not possible for both private and public claims.

Local levies can be categorized into two types of Levies for which their application is restricted and those that are not restricted. In this section we address both types. Unrestricted local levies such as land lease tax, tourist tax, car rental tax, precaria tax and road tax, are allotted to general income because they are not bound to any particular program, task, or service. Levies such as waste tax and building permits are restricted and accounted for under the function to which they refer and from which the task or service is provided.

In addition to taxes and fees, OLE may also generate income by providing (non-public) services, such as renting out office space.

Residents, businesses and other organizations collectively contribute to making the execution of OLE's duties possible. This ensures a level playing field and creates a platform such that all parties may bear their fair share of the collective burden, OLE will continue to increase its efforts to ensure accurate and complete assessment and collection across all revenue types.

The tariffs in the budget 2026-2029 have remained unchanged compared to 2025, but they are adjusted in the budget with the general inflation rate (1,0%), in line with all other costs and incomes.

In the table below, an overview of the local taxes and the expected revenue is provided:

|                     |                                 | Actuals<br>2024  | Primary<br>budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget<br>2028   | Budget<br>2029   |
|---------------------|---------------------------------|------------------|------------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>       | 02 - Taxes and levies           | 523,591          | 588,700                | 550,000          | 555,500          | 561,055          | 566,666          |
|                     | 03 - Property management income | 436,767          | 299,840                | 332,838          | 336,167          | 339,528          | 342,924          |
|                     | 04 - Airport                    | 362,028          | 398,748                | 392,735          | 396,663          | 400,629          | 404,636          |
|                     | 05 - Harbour                    | 2,124,682        | 2,661,135              | 2,437,497        | 2,461,872        | 2,486,490        | 2,511,355        |
|                     | 06 - Permits                    | 161,803          | 146,130                | 147,591          | 149,067          | 150,558          | 152,063          |
|                     | 07 - Fees and dues              | 122,451          | 89,675                 | 110,572          | 111,677          | 112,794          | 113,922          |
|                     | 08 - Other income               | 134,555          | 148,000                | 149,950          | 151,450          | 152,964          | 154,494          |
|                     | 10 - Waste tax                  | 269,315          | 285,000                | 287,850          | 290,729          | 293,636          | 296,572          |
| <b>Total income</b> |                                 | <b>4,135,192</b> | <b>4,617,228</b>       | <b>4,409,034</b> | <b>4,453,124</b> | <b>4,497,655</b> | <b>4,542,632</b> |



**Airport revenue – budget 2026: USD393K**

It is expected that the development of the connectivity project, the promotion of Statia and the culmination of the pending projects will have a positive effect on the economic activity on the island.

**Income from harbor activities - budget 2026: USD2,437K**

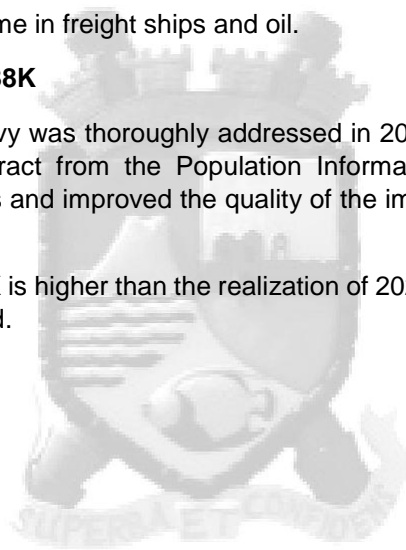
The 2024 realization shows that the harbor's revenues are lower than projected. This trend has been taken into account in the 2026 budget and the realization of 2025 shows that the realization will be lower than the budget. However, through the indexation of the oil-terminal cargo fees, it is expected that this will contribute to higher revenues in 2026 and onwards. Furthermore, the development of the marina project at Saba is expected to also generate additional vessel movement for the harbor of Sint Eustatius. This expectation is included in the increased cargo and pier fees for 2026 through 2029.

A master plan is being developed to increase revenues and will have an impact in the long term. This includes an examination /study of the feasibility of the plan. Once the masterplan has been finalized, the additional effects thereof will be included in the budgets for future years. The harbor is one of the main local sources of income for St. Eustatius. More than half of the total seaport revenue is directly attributable to the transaction volume in freight ships and oil.

**Waste tax – budget 2025: USD288K**

The administration of the waste levy was thoroughly addressed in 2019. The basic data was updated and completed based on an extract from the Population Information Service (PIVA), which has increased the number of taxpayers and improved the quality of the imposition and collection. The levy is, in principle, imposed annually.

The budgeted income of USD288K is higher than the realization of 2024, but due to increasing building activity it is expected to be reached.





### C. Buffer Capital

The 'Besluit begroting en verantwoording openbare lichamen BES' describes a resistance capacity as a ratio between the available resistance capacity and the total amount of quantified risks, excluding management measures. When calculating both elements, it is important to be complete and accurate. All components of resistance capacity should be taken into account (incidental and structural).

The risk analysis should be embedded in an island-wide risk management, aimed at obtaining a good view of the mitigated risks (as part of the regular business) and the uncovered risks (as part of the resistance capacity). Finally, all financial data must comply with the so-called prudence principle.

#### Definition of 'Resistance Capacity' / 'Weerstandsvermogen'

According to Article 10 of the BBV BES, the 'concept of "Resistance" consists of the relationship between:

The resistance capacity, being the means and capabilities available to the Public Entity to cover unforeseen burdens, and all risks for which no measures have been taken and which may be material in relation to the financial position.

The section on resistance shall contain at least:

- a) An inventory of the resistance capacity.
- b) An inventory of the risks referred to in the first paragraph, part (b).
- c) The policy regarding resistance capacity and risks.

Importantly, the BBV BES has explicitly defined the resistance capacity as a ratio. This ratio describes the relationship between resistance capacity and the (quantified) risks, for which no measures have been taken. Before explaining this ratio, it is important to first define both components as clearly as possible. A Risk Management and Resilience Memorandum for OLE has been in effect since the 2022 Budget.

The aim of risk management is to identify possible risks in a timely and complete manner, so that decisions can be made in time about reducing/controlling the risks. For risks that cannot be (completely) avoided, having sufficient resilience is important. Having sufficient resilience has the following goals:

- A. Being able to absorb incidental financial setbacks without having to intervene directly in the budget.
- B. Being able to temporarily absorb structural setbacks, creating time to carefully consider how this structural impact can be given a place.

Risk management is the entirety of activities and measures aimed at explicitly and systematically dealing with and controlling risks. A risk is a chance of an event occurring with a certain consequence that can cause a positive or negative effect (= damage). The probability that an event will occur and the extent to which the consequence will occur are uncertain. Resilience is an element in the financial sustainability of the budget and the financial position of OLE. Resilience plays a role as a means of coping with impending unexpected financial setbacks.

Risk management is a continuous process that consists of several steps. This starts with identifying the risks. With the aid of a risk analysis, insight can be obtained in a systematic manner into the underlying risks. The analysis of the measures to control the risk also belongs to this phase. In the next step, the risks are assessed and further classified. Finally, it is determined which measures are taken to control and/or reduce the risk. Monitoring and reporting on the progress of the risks, and adjusting, if necessary, constitute the final phase of the process.

Risk management is about determining the risks and the probability that a risk will occur.

#### Risk



A risk is the probability of an event occurring with a negative effect on OLE.

### **Probability**

Refers to the probability that a risk will occur. The word probability indicates that it is about a possible event. The possible event has consequences for the achievement of objectives. If it is certain that an event will occur, it is no longer a risk.

### **Resistance Capacity/ Weerstandscapaciteit**

The BBV defines resistance capacity as being the means and capabilities available to OLE to cover non-budgeted costs. The latter means that the Minister makes a clear distinction between budgeted costs, i.e. costs that are part of the budget and multiannual figures, and non-budgeted costs.

The BBV BES also distinguishes between incidental and structural resistance capacity, meaning the occasional resistance capacity, the ability to absorb unexpected occasional setbacks, without affecting the continuation of tasks at the prevailing level. This means that factors determining that ability are:

- A. The general reserve and the reserves to which the Island Council has given a destination which can be changed (assigned reserves).
- B. The estimates for unforeseen expenditure are included in the budget, insofar as no destination has yet been given.
- C. The silent reserves, insofar as they are material in the short term (reserves whose size and/or existence is not apparent from the balance sheet, resulting from the undervaluation of assets or overvaluation of debt when following normal valuation methods).

The structural resistance capacity relates to the ability to deal structurally with unexpected setbacks in the current budget, without compromising the performance of existing tasks. The factors determining that ability are:

- A. The remaining (unused) tax capacity.
- B. Savings opportunities (in so far as they are not yet included in the budget and multi-annual estimates).
- C. The post unforeseen

Reserves are part of the available resistance capacity. The general reserve is freely available for new policies (or to absorb setbacks in the annual result). Destination reserves, on the other hand, are reserves to which the Island Council has given a specific destination. Although an earmarked reserve is a defined future withdrawal, there is no obligation at that time. The Island Council therefore has every possibility to change the destination of these reserves.

The total available resistance capacity therefore consists of all the aforementioned elements of the incidental and structural resistance capacity.

Provisions are not part of the available resistance capacity, because these relate to obligations or risks that are already entered into with a high degree of probability.



## Risks of Resistance

The second element of resistance consists of the required resistance capacity based on the OLE-wide identified and quantified risks, for which no measures have been taken, and which have a material financial impact. Risk is defined as a potential obstacle to achieving (operational and strategic) objectives. The magnitude of the risk is determined by the degree of probability and the (quantified) impact (on objectives). The basis for identifying, quantifying, and managing these risks lies in risk management. Well-executed risk management also prevents the need for resilience capacity from increasing considerably, as most regular risk management issues are proactively recognized and covered by management measures.

### Relationship between resistance capacity and risks

The resistance capacity, as mentioned, consists of the relationship between the available resistance capacity and the resistance capacity required for the hedging of the risks. The required resistance capacity is determined by the risk profile of the municipality, where the probability and magnitude/impact of each risk are individually assessed and quantified. The relationship is usually expressed as a ratio number, where a resistance ratio of at least 1.0 should normally be sought.

The Executive Council of OLE determines whether the resistance capacity is sufficient. It is up to the municipalities themselves to formulate a policy line about the resistance capacity deemed necessary in the organization. In its Guide to Resilience for Council members, the Ministry of the Interior and Kingdom Relations uses a general standard between 1 and 2 (sufficient / more than sufficient).

This means that the available resistance capacity will be USD 11.6M. This part of the general reserve will be accessible in the event that the inventoried risks rise unexpectedly.

In coordination with the BC, a risk standard of 1.66 is considered more than sufficient. With this standard, the size of the quantified risks is in balance with the available resistance capacity, enabling risks to be absorbed.

| Ratio       | Meaning              |
|-------------|----------------------|
| > 2,0       | Excellent            |
| 1,4 tot 2,0 | Ample                |
| 1,0 tot 1,4 | Enough               |
| 0,8 tot 1,0 | Mediocre             |
| 0,6 tot 0,8 | Inadequate           |
| < 0,6       | Largely insufficient |

Resilience ratio:  $\frac{\text{Available Resistance Capacitance}}{\text{Required Resistance Capacity}}$

$$\text{Ratio weerstandsvermogen} = \frac{\text{Beschikbare weerstandscapaciteit (algemene reserve en onvoorzien)} \quad 13,066,362}{\text{Benodigde weerstandscapaciteit (totaal van de risico's)} \quad 6,861,432} = \mathbf{1.90}$$



## Principle of prudence

Financial data included in the budget are requirements for transparency, attribution, and prudence. The principle of prudence is necessary because uncertainties always arise when the budget and financial statements are drawn up. The budget is about estimates which, by definition, carry a degree of uncertainty. The prudence requirement includes the need to consider risks arising before the end of the financial year if they are known before the financial statements are drawn up.

The way risk management is performed is used with widely adopted and accepted guidelines such as COSO and ISO 31000. It is also important that risk management forms an integral part of the regular planning and control cycle, enabling rapid visibility into potential risks and thus allowing management measures to be taken at an early stage. In fact, this control dimension is the logical extension of the calculation of the extent of the resistance capacity. The value of the resistance ratio is a snapshot of both the available capacity and the required capacity. The ratio is permanently influenced by changes in the risk information (including new decisions or factual circumstances with consequences for the probability or impact, control measures, and the size of the components of the resistance capacity).

The table below shows the calculation of the resistance capacity needed.

The basis for the percentages used is detailed below:

- **High Probability (e.g., 40-100%):**

Risks with higher probabilities are often those with historical precedence within OLE or are common in the industry. They could also be influenced by recent trends or changes in the operational landscape.

- **Moderate Probability (e.g., 20-30%):**

These are risks that might not have occurred frequently but have a reasonable chance of occurring due to existing vulnerabilities or external threats.

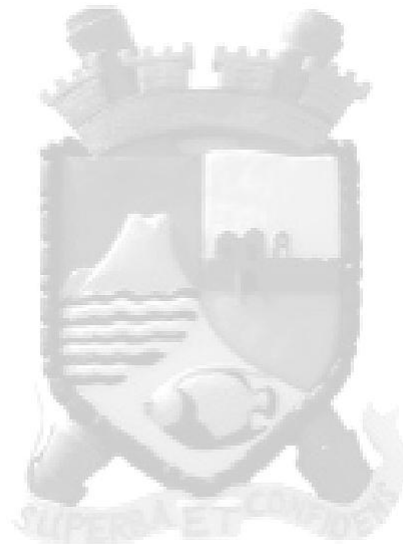
- **Low Probability (e.g., 5-10%):**

Typically, these risks have either rarely materialized historically or are considered unlikely due to strong controls and mitigations in place. However, their potential impact could still be significant, justifying their inclusion in the risk assessment.

| Omschrijving risico's<br>(in USD)   | Kans | Bruto risico | Risico  |
|---|------|--------------|---------|
| <b>Bedrijfsvoering en klantenservice</b>  |      |              |         |
| - ICT (server crash burgerlijke stand)  | 10%  | 260.000      | 26.000  |
| - ICT (cyber security)  | 45%  | 1.040.000    | 468.000 |
| - Natuurramp (oorkaan enz.)   | 50%  | 520.000      | 260.000 |
| - Talentbehoud  | 55%  | 520.000      | 286.000 |
| - Discontinuïteit van bedrijfsvoering   | 30%  | 1.190.800    | 357.240 |
| - Onrechtmatig handelen   | 20%  | 1.040.000    | 208.000 |
| - Gebrek aan verzekeringen  | 15%  | 520.000      | 78.000  |
| <b>Bedrijfsvoering - P&amp;O</b>  |      |              |         |
| - Langdurige arbeidsconflicten  | 10%  | 104.000      | 10.400  |
| - Bedrijfsongevallen  | 5%   | 197.600      | 9.880   |
| <b>Bedrijfsvoering - afdeling Financien</b>   |      |              |         |
| - AFAS crashes/ ICT crash   | 40%  | 572.000      | 228.800 |
| - Mogelijkheid verandering systematiek Vrije Uitkering  | 10%  | 520.000      | 52.000  |
| - Leveranciers worden niet of te laat betaald   | 10%  | 520.000      | 52.000  |
| <b>Bedrijfsvoering - Klantenloket</b>   |      |              |         |
| - Schending van de privacy  | 45%  | 10.400       | 4.680   |
| - Schade aan inventaris   | 30%  | 20.800       | 6.240   |
| - Fraude  | 20%  | 10.400       | 2.080   |
| - Storing van het beveiligingssysteem   | 30%  | 10.400       | 3.120   |
| <b>Sociaal Domein - Beleid en programma</b>   |      |              |         |
| - Gebrek aan (structurele) financiering/ kwetsbaarheid que financiële afhankelijkheiddependence | 5%   | 1.040.000    | 52.000  |
| - Upgraden (o.b.v nieuwe ontwikkelingen: onderwijs / bijscholing/ uitwisselingsprogramma's)     | 50%  | 52.000       | 26.000  |
| - Netwerkmethoden   | 10%  | 15.600       | 1.560   |
| - Discontinuïteit van bedrijfsvoering   | 25%  | 135.200      | 33.800  |
| <b>Sociaal Domein - Publieke gezondheidszorg</b>  |      |              |         |
| - Pandemie/ lokale uitbraak   | 30%  | 3.120.000    | 936.000 |
| - Gerechterlijke vorderingen  | 20%  | 10.400       | 2.080   |
| - Imagoverlies  | 10%  | 52.000       | 5.200   |
| <b>Sociaal Domein - Cultuur en Evenementen</b>  |      |              |         |
| - Adequaat behoud van culturele artefacten  | 80%  | 208.000      | 166.400 |
| - Publieke cultuur (vandalisme/ brand/ natuurrampen)  | 80%  | 104.000      | 83.200  |
| <b>Sociaal Domein - Maatschappelijke ondersteuning</b>  |      |              |         |
| - Toestroom van personen  | 50%  | 20.800       | 10.400  |
| - Escalatie van huishoudelijk geweld  | 95%  | 20.800       | 19.760  |
| - Escalatie van kindermishandeling  | 90%  | 20.800       | 18.720  |
| - Defecte voertuigen  | 90%  | 17.680       | 15.912  |
| - Diefstal van media / kantoorinventaris  | 10%  | 5.200        | 520     |
| <b>Transport - Afdeling Beveiliging</b>   |      |              |         |
| - Handelen in strijd met de gedragscode   | 20%  | 52.000       | 10.400  |
| <b>Transport - Afdeling Zeehaven</b>  |      |              |         |
| - Gebrek aan controle op de opbrengsten   | 30%  | 46.800       | 14.040  |
| - Claim op beschadigde goederen   | 20%  | 10.400       | 2.080   |
| - Navigatierisico's   | 5%   | 1.040.000    | 52.000  |
| - Ongevallen personeel/inventaris   | 10%  | 20.800       | 2.080   |
| - Natuurramp/ slecht weer   | 5%   | 1.040.000    | 52.000  |



| Omschrijving risico's<br>(in USD)                                      | Kans | Bruto risico      | Risico           |
|--|------|-------------------|------------------|
| <b>Transport - Afdeling Luchthaven</b>                                 |      |                   |                  |
| - Natuurramp/ slecht weer  | 5%   | 3.640.000         | 182.000          |
| - Gebrek aan controle op de opbrengsten                                | 30%  | 46.800            | 14.040           |
| - Behoud van medewerkers   | 30%  | 20.800            | 6.240            |
| - Onvoldoende medewerkers om the gevraagde beleidsgebieden te bedienen | 40%  | 104.000           | 41.600           |
| - Burnout van het personeel  | 15%  | 31.200            | 4.680            |
| - Het niet invullen van de gevraagde vacatures                         | 5%   | 104.000           | 5.200            |
| - Medische problemen   | 10%  | 62.400            | 6.240            |
| <b>Algemeen</b>  |      |                   |                  |
| - Lopende rechtszaken  | 50%  | 4.200.000         | 2.100.000        |
| - Door wereldepidemie veroorzaakte prijsstijgingen                     | 20%  | 312.000           | 62.400           |
| - Niet-naleving door gesubsidieerde organisaties organization          | 10%  | 62.400            | 6.240            |
| - Onvermogen om contracten af te sluiten                               | 60%  | 1.248.000         | 748.800          |
| - Risico op niet-naleving van veiligheids- en gezondheidsregels        | 15%  | 364.000           | 54.600           |
| - Risico op niet-naleving van procedures conform beleid                | 20%  | 364.000           | 72.800           |
| <b>Benodigde weerstandscapaciteit</b>                                  |      | <b>24.648.480</b> | <b>6.861.432</b> |



#### D. Maintenance Capital Goods

The section on the maintenance of capital goods provides insight through a cross-section of the budget into the degree of maintenance and the associated financial costs. A substantial part of the budget is involved in the maintenance of capital goods. A clear and complete overview is therefore important for a good insight into the financial position.

Article 11 of the BBV BES reads as follows:

1. The paragraph in which the maintenance of capital assets is discussed shall, at the very least, address the following capital goods:
  - a. Roads
  - b. Drainage systems
  - c. Water systems
  - d. Greenery
  - e. Buildings
2. For the capital goods referred to in subsection 1, the following information should be disclosed:
  - a. the policy framework
  - b. the financial considerations pursuant to the chosen policy
  - c. the embedding of the financial considerations into the budget

Every maintenance plan provides a long-term perspective for each category of capital goods. As such, the average annual cost of maintenance and replacement for each category is presented.

The financial effect of an addition to the provision for maintenance is reflected as an annual charge to the operational costs. Actual expenditure on maintenance is then charged against the provisions built up over time.

The planning horizon of maintenance plans must be updated every 5 years and should then be extended for another 5 years. The maintenance plans will be evaluated during 2025 and 2026, and the effects will be considered in the budget of 2027.

The following points should be considered:

- a. Overdue maintenance and neglect should first be addressed.
- b. The balance of the provision account should never be negative.
- c. Costs related to internal staff should not be charged against the provision.



## E. The Internal Organization (bedrijfsvoering)

### Introduction

In 2025, the OLE focused on enhancing its strategic personnel planning as well as strengthening internal control mechanisms.

Significant structural changes underway include:

1. The structural inclusion of the PPMO department.
2. The repositioning of the LVV section into a full LVV department.
3. The exploration of outsourcing cleaning and security services.

### Organizational Structure and Accountability

Cross-departmental collaboration and established processes are becoming essential to ensure accountability.

Directorates are drafting policies, while PPMO focuses on project execution. OLE is transitioning toward a more structured, project-based approach, which includes:

- Project tendering and procurement of services and products.
- Centralization of contract documentation.
- Extraction and utilization of key data from AFAS.

These functions continue to underscore the increasing need for improved documentation control and digital systems.

### Improvement of Financial Management

#### Audit of 2024 Financial Statements

In 2024, the Finance Department, in collaboration with the external auditors, implemented alternative validation procedures for revenue reporting, along with other measures to enhance financial management aimed at achieving an unqualified opinion.

This included alternative procedures to ensure the completeness and accuracy of OLE's revenue reporting, and alternative validation procedures. Furthermore, enhanced validation and reconciliation processes, analytical reviews, and stricter documentation requirements were followed. As these procedures were carried out effectively, OLE received an unqualified audit opinion on its 2024 financial statements.

#### AFAS Implementation and Advancements AO/IC

During 2025 the Finance Department together with AFAS enabled the budget holders to view actual expenditures, thus instilling accountability and financial autonomy.

We are also working together with AFAS on the schedules needed to improve the information required for the quarterly implementation reports. This will facilitate the writing of those reports while cutting some time relating to the preparatory process.

Furthermore, the Planning & Control ("P&C") team will assume full responsibility for analyzing and preparing the quarterly implementation reports, a task currently performed by consultants. The consultants will focus on coaching and mentoring the P&C group members.



In the 3<sup>rd</sup> quarter of 2025, the implementation of the Internal Control Department will continue, with the related audit plan scheduled for completion within this period. A baseline measurement has been conducted to compare the AO/IC handbook with the actual processes currently in operation. The findings highlight the need for an annual review and update of the AO/IC handbook. This review will also serve to incorporate changes in personnel assignments and the organizational structure, as previously outlined, and to further strengthen processes related to revenue recognition.

We will maintain the alternative procedures currently in place while developing revenue control procedures for the harbor, airport, lease land and motor vehicle fees. These measures will strengthen the internal control processes for these revenue streams.

### **Organization Development**

Building and retaining a skilled workforce remains a priority. This includes investments in:

1. Professionalization of the civil service.
2. Improved working conditions, including workplace infrastructure and software tools.
3. Training programs and exchange initiatives, based on best practices.

Challenges persist, particularly in filling crucial vacancies with qualified professional candidates. A critical review of the current organization structure is underway, to explore the introduction of multi-tasking, given the aforementioned limitations. External experts are currently engaged in providing support to cover tasks related to essential positions, and to replace staff during long-term absences.

The ultimate goal remains the permanent staffing of all vital vacancies.

### **Automation and Information Provisions**

The current ICT program for OLE focuses on a full digital transition of the organization. It is built around three (3) strategic pillars:

1. **Infrastructure renewal** -including the island-wide deployment of a fiber-optic network and the introduction of a new VoIP telephone system.
2. **Digital services and applications** – development and rollout of online services such as digital permitting, integration with national systems (DigiD, eHerkenning, BSN), and migration to secure cloud environments.
3. **Organization and capacity building** – expanding the ICT team from its current size to approximately nine (9) FTE by 2028, alongside training to ensure staff can manage and benefit from the new systems.

The programs will run from 2025 through 2030, with peak investments in 2027-2028 and a shift to sustainable, budget embedded operations from 2029 onward. The goal is to create an efficient, secure, and future-proof digital government that meets national standards and delivers improved services to citizens and businesses.

### **Communication and Information**

OLE recognizes its responsibility to disseminate information on a timely basis. The Government Information Services (“GIS”) unit is tasked with this responsibility. On St. Eustatius, key communication channels include radio and TV broadcasts, websites, and Facebook. OLE will continue to advance its plans to strengthen both technical capabilities and human resources allocated to GIS. In addition, GIS is responsible for providing Protocol services for OLE.



## F. Participating Interest

OLE holds the shares of several companies of public interest. In the table below, the participating interests are disclosed. A brief description of the purpose of share ownership is also provided.

The figures in the Participating Interest table are based on the figures from the 2023 Financial Statements. At the time of drawing up this Budget, the 2022 Financial Statements have just been adopted and finalized. Therefore, these represent the most up-to-date figures.

| Participations                                | 2024              | 2023              | Share   | Location      |
|---|-------------------|-------------------|---------|---------------|
| St. Eustatius Telephone Company (Eutel) N.V.  | 11,170            | 11,170            | 100.00% | St. Eustatius |
| Saba Bank Resources N.V.                      | 12,104            | 12,104            | 21.67%  | Saba Bank     |
| Ontwikkelingsbank van de Nederlandse Antillen | 279,330           | 279,330           | 2.83%   | Curacao       |
| St. Eustatius Utility Company (STUCO)         | 16,842,259        | 16,842,259        | 100.00% | St. Eustatius |
| <b>Total participations</b>                   | <b>17,144,863</b> | <b>17,144,863</b> |         |               |

### Explanations of participation:

OLE is a shareholder in four (4) companies of general interest. These are the Saba bank Resources N.V., the Ontwikkelingsbank van de Nederlandse Antillen, St. Eustatius Telephone Company (EUTEL) N.V. and St. Eustatius Utility Company (STUCO). There were no changes in the share capital since 2022.

#### St. Eustatius Telephone Company (Eutel) N.V.

The subscribed and paid-up capital in Eutel is USD11,170. The result for 2024 is not available yet. As of 31 December 2023, Eutel had equity of USD6,548,891. For fiscal 2023, a loss of USD1,912 was incurred.

#### Saba Bank Resources N.V.

The OLE has a small stake of USD12,104 in Saba bank Resources N.V. As of 31 December 2023, Saba Bank Resources N.V. has an equity of USD545,494. For fiscal 2023, a loss of USD54,068 was incurred. This information is based on the audited financial statements of Saba Bank Resources.

#### Ontwikkelingsbank van de Nederlandse Antillen

The interest in the Development Bank is USD279,330. As at 31 December 2022, the Ontwikkelingsbank van de Nederlandse Antillen has an equity of ANG 36,248,217. The result for 2023 amounts to a loss of ANG 1,297,066.

#### St. Eustatius Utility Company (STUCO)

STUCO is the water and electricity company of St. Eustatius and was founded on 1 January 2014. As of that date, STUCO took over the activities of N.V. GEBE St. Eustatius.

In 2016, the 100% stake in STUCO was recognized for the first time in OLE's financial statements at the (adjusted) acquisition price of USD8,800,429. The actual acquisition price was USD9,000,000. At the time, this amount was transferred directly to STUCO by N.V. GEBE St. Eustatius at the request of OLE. The nominal share capital is USD3,000.

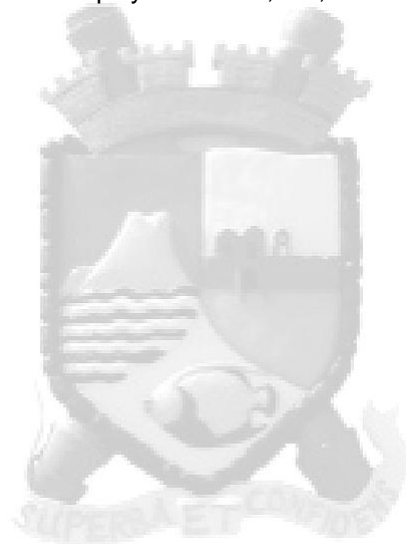


OLE is the sole shareholder (100%) and has injected both movable and immovable property as (informal) capital into STUCO. STUCO's equity at the time of the acquisition on 1 January 2014 was approximately USD14.2M, but only the actual money transaction is recognized as the acquisition price. The remaining assets have been transferred 'for free' and are therefore not included in the calculation of the original acquisition price.

Subsequently, as of 1 January 2017, the assets related to the production and distribution of water were transferred to STUCO in anticipation of the formal transfer of these assets, which was notarized on February 23, 2018. This was accounted for in STUCO's financial statements as a capital injection and in OLE's financial statements as an increase in the acquisition price of USD5,541,830. Therefore, the participation is accounted for at USD14,342,259 as of fiscal year 2017.

In 2022, OLE's stake in Stuco increased by USD2.5M. In 2018 and 2019, OLE paid a total of USD2.5M to Stuco for the implementation of the EDF 11 project. This project involved laying essential power cables underground to make them less vulnerable to power outages during storms. Both parties have agreed to consider the amount paid out as a capital injection. This is in line with the way the transfer of water assets was handled in the past. The project has now been completed. Stuco added the amount to its shareholder equity upon receipt and acquired beneficial ownership. The legal transfer has not yet taken place and must be arranged as soon as possible.

As of December 31, 2023, Stuco has an equity of USD20,150,031. The result for 2023 comes in at a profit of USD256.230.



## G. Land Policy

Land is an important and valuable commodity in the world and on St. Eustatius land is very important to the citizens of the OLE. The OLE is one of the largest landowners on the island. Land use is therefore an important topic on the island, because so many people depend on the government to obtain a parcel of land.

The obligation to issue a Land Policy Memorandum is based on the Financial Management Ordinance of St. Eustatius. According to the BBV-BES, the Executive Council must explain the policy in the annual budget and the annual report, including the vision with regard to land policy and how this will be implemented, along with the (expected) benefits, any applicable, profit-taking, and any reserves in relation to the risks.

OLE has formulated a Memorandum on Land Policy since the fall of 2020. With the adoption of this Memorandum on Land Policy on St. Eustatius 2020, the Public Entity is laying down how it uses its land policy instruments. The government pursues a land policy to ensure that the land market runs efficiently and fairly and to achieve public / spatial goals.

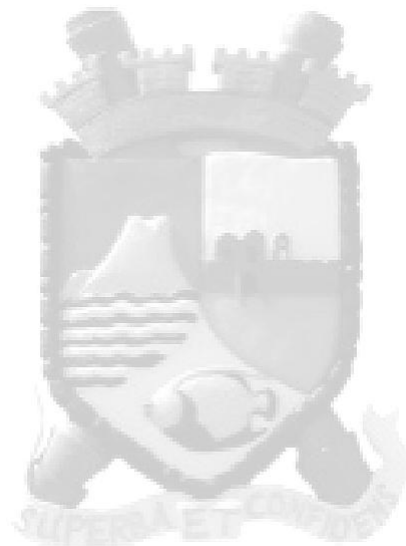
The existence of a land policy provides the basis for the OLE to participate in a responsible, transparent, and business-like manner, in the Island's economy and, where necessary, to take the lead in the spatial planning of St. Eustatius. Therefore, the St. Eustatius Spatial Development Plan ('ruimtelijk ordeningsplan') in effect since 2011.





## H. Public Sector

Based on the definition of the 'Collective Sector', and in collaboration with the CBS and the CFT, the 'collective sector' for OLE has been determined to include, in addition to OLE, only one entity at this point, which is the 'Stichting Wegenfonds'. The 'Stichting Wegenfonds' has been inactive for several years and does not own any fixed assets or debts. OLE is preparing for its liquidation. There have been no changes in the collective sector for several years.





## Financial Budget

### Recapitulation of the Main Functions

The overall financial budget for the main functions for the budget period 2025-2028 is shown in the table below.

Budget Function 1-9:

|   | Hoofdfunctie                             | Actuals<br>2024    | Primary<br>budget 2025 | Budget<br>2026    | Budget<br>2027    | Budget<br>2028    | Budget<br>2029    |
|---|--|--------------------|------------------------|-------------------|-------------------|-------------------|-------------------|
| Income                                    | 0 Algemeen bestuur                       | 2,525,333          | 1,979,969              | 2,260,508         | 1,919,204         | 1,938,396         | 2,163,339         |
|   | 2 Verkeer, vervoer en waterstaat         | 2,921,894          | 3,516,633              | 3,211,032         | 3,243,142         | 3,275,574         | 3,308,330         |
|   | 3 Economische zaken                      | 427,542            | 144,130                | 145,571           | 147,027           | 148,497           | 149,982           |
|   | 5 Cultuur en recreatie                   | 980                | -                      | 19,200            | 19,392            | 19,586            | 19,782            |
|   | 7 Volksgezondheid                        | 394,630            | 433,000                | 437,800           | 442,178           | 446,600           | 451,066           |
|   | 8 Ruimtelijke ordening en huisvesting    | 300                | -                      | -                 | -                 | -                 | -                 |
|   | 9 Financiering en algemene dekkingsmidde | 21,591,597         | 22,105,534             | 22,681,121        | 23,042,508        | 23,754,433        | 24,020,463        |
|   | <b>Income Total</b>                      | <b>27,862,277</b>  | <b>28,179,266</b>      | <b>28,755,232</b> | <b>28,813,452</b> | <b>29,583,086</b> | <b>30,112,961</b> |
|   | Expenses                                 | 0 Algemeen bestuur | 9,243,134              | 13,362,320        | 14,248,032        | 14,750,068        | 14,858,291        |
| 1 Openbare orde en veiligheid             |  | 8,255              | 196,896                | 243,250           | 217,047           | 219,218           | 221,410           |
| 2 Verkeer, vervoer en waterstaat          |  | 6,445,075          | 5,751,762              | 5,741,620         | 5,800,875         | 5,880,584         | 5,999,390         |
| 3 Economische zaken                       |  | (112,248)          | 475,411                | 520,963           | 534,173           | 539,514           | 544,910           |
| 4 Onderwijs                               |  | 402,906            | 351,393                | 386,267           | 439,504           | 394,031           | 397,971           |
| 5 Cultuur en recreatie                    |  | 1,504,298          | 1,724,886              | 1,941,660         | 1,763,491         | 1,781,125         | 1,798,937         |
| 6 Sociale voorzieningen en maatschappelij |  | 1,408,199          | 1,175,173              | 1,454,695         | 1,522,237         | 1,537,459         | 1,552,834         |
| 7 Volksgezondheid                         |  | 2,997,941          | 2,827,592              | 3,178,806         | 3,265,541         | 3,298,196         | 3,331,178         |
| 8 Ruimtelijke ordening en huisvesting     |  | 22,599             | 1,707                  | 78,224            | 191,806           | 193,724           | 195,662           |
| 9 Financiering en algemene dekkingsmidde  | 1,815,510                                | 384,311            | 314,685                | 317,832           | 321,010           | 324,220           |                   |
| <b>Expenses Total</b>                     | <b>23,735,669</b>                        | <b>26,251,450</b>  | <b>28,108,202</b>      | <b>28,802,574</b> | <b>29,023,154</b> | <b>29,695,753</b> |                   |
| <b>Surplus (deficit)</b>                  | <b>4,126,608</b>                         | <b>1,927,816</b>   | <b>647,031</b>         | <b>10,878</b>     | <b>559,932</b>    | <b>417,208</b>    |                   |

The budgeted surplus for 2026 amounts to USD647K.

In preparing the budget 2026, particular attention was been given to the following items:

- Inclusion of the free allowances for the years 2026 through 2029. For details on the free allowances, refer to the paragraph concerning function 921.
- Analysis of the local revenues in combination with the intended projects funded through Special Allowances, the connectivity project, and the promotion of Statia through digital sources.
- In-depth analysis of personnel expenses, which are the largest expense item in the budget. The details of this analysis are presented in the "Overview Personnel expenses" as along with the considerations in establishing the budget for 2026.
- Analysis of the capital investments for 2026 and the resulting effect on the depreciation expenses, as well as the allocation to the different functions.
- Review of the subsidy amounts and their allocation to specific institutions.
- Review of other costs such as travel and accommodation expenses, office expenses, and continuing education. Maximum ceilings have been determined for these types of expenses, taking into consideration the expected trends of these expenses and by setting priorities.

## Principles of Valuation

### Investments

In financial-technical language, an investment, other than operating expenses, is capitalized and recognized on the balance sheet. Subsequently, the costs are spread out over the coming years by amortizing the capitalized investment in equal installments. The theory behind this is on the one hand that an investment retains value in the future and is marketable, and on the other hand, that it stabilizes costs at budget level. After all, revenues are not very elastic and that requires a stable cost level.

At the same time, the entity's liquid assets are used immediately, as the supplier does not accept payment in installments.

The method of depreciation is set out in Article 15 (3) of the 2020 Financial Management Regulation. Depreciation is calculated on a linear basis over the periods indicated in the Regulation.

In accordance with the regulation, the following depreciation periods are used:

| Asset groups  | Depreciation period |
|---|---------------------|
| Land, sites and other tangible fixed assets that are not included in this list  | 0                   |
| Road and hydraulic engineering facilities   | 50                  |
| New-build residential and commercial buildings  | 40                  |
| Safety provisions for commercial buildings, technical installations in and outside commercial buildings, heavy means of transport | 10                  |
| Light transport equipment, furniture, hardware and software   | 5                   |

Paragraph 6 of the ordinance also provides that: "The periods referred to in paragraph 3 can be adjusted if it is foreseeable and demonstrable that the asset has a different economic life."

Paragraph 5 provides that assets with an individual acquisition price of less than USD 5,000 will not be capitalized (except for grounds). Similar purchases of, for example, IT equipment, AV equipment and air conditioning units are activated per article group per year.

- OLE does not charge interest on investments, and no divestments are planned.
- Charting the long-term development of depreciation costs that are released.
- Mapping the expected replacement investments.
- Investments for visualizing special benefits.
- Taking out insurance or paying motor vehicle tax.

This is also stated in BBV BES.

### Inflation

To be consistent with the previous budgets the costs and incomes are increased with 1,0% for 2027 through 2029.



### **Bad Debtors**

A provision for bad debts is formed for outstanding receivables based on empirical data and / or an assessment of the collectability of individual outstanding receivables. However, attempts to collect the outstanding balances will continue unchanged.

### **Reserves and provisions**

The Executive Council provides an annual statement of reserves and provisions with the budget. This statement deals with, among other things, (changes in) the formation and use of reserves and provisions and the nature and objective of each reserve and provision.

By means of a decision of the Island Legislative Council it can be arranged that for reserves and / or provisions designated for that purpose interim additions and withdrawals from reserves and provisions, but not already estimated, can take place without a separate prior Island Council decision. These changes must be visible in the interim reports or the annual accounts. Formal authorization takes place by adopting the interim reports or the annual accounts, respectively, by the Island Legislative Council.

A condition for the application of the second paragraph is that these changes are necessary to achieve the objectives or activities stated in the budget, or when these appear necessary based on applicable reporting rules. In the case of withdrawals, the expenses to be covered must clearly fit within the nature and objective of the reserve or provision.

### **Registration of possessions, assets and equity**

The Executive Council ensures an up-to-date and complete registration of assets. The possessions that must be registered are grounds, buildings, means of transport, IT and AV equipment. The Executive Council is responsible for systematically checking the registration, the development of the assets and the assets of the public entity. This means that the securities, stocks, outstanding loans, receivables (debtors), cash and debts (creditors) are checked annually and registered property and means of transport at least once every four years. In the event of discrepancies in the registration of assets, the Executive Council will take measures to correct these shortcomings. The results of the inspection and any plans for improvement will be presented to the Island Legislative Council for notification.

## Other required overviews

### Overview Intended Investments 2025-2028

| Description   | Note | Total investment  | Amended budget #2025-02 | Budget 2026      | Budget 2027      | Budget 2028      | Budget 2029    |
|---|------|-------------------|-------------------------|------------------|------------------|------------------|----------------|
| ION scan for explosives, metal detection              |      | 62,000            | 62,000                  | -                | -                | -                | -              |
| Lighting runway airport                               |      | 50,000            | 50,000                  | -                | -                | -                | -              |
| New security vehicle + equipment                      |      | 40,000            | 40,000                  | -                | -                | -                | -              |
| Transport Infrastructure                              |      | 2,000,000         | 1,000,000               | 500,000          | 500,000          | -                | -              |
| New vehicle   |      | 81,000            | 81,000                  | -                | -                | -                | -              |
| Meubilair raadszaal                                   |      | 25,000            | 25,000                  | -                | -                | -                | -              |
| Vehicle - pickup truck                                |      | 30,000            | 30,000                  | -                | -                | -                | -              |
| Vehicle - pickup truck                                |      | 30,000            | 30,000                  | -                | -                | -                | -              |
| Building purchase/renovation                          |      | 250,000           | 250,000                 | -                | -                | -                | -              |
| New vehicle (VTH)                                     |      | 29,000            | 29,000                  | -                | -                | -                | -              |
| IAB BES software (Inrichting activiteiten BES)        |      | 225,000           | 225,000                 | -                | -                | -                | -              |
| Building renovation                                   |      | 250,000           | 250,000                 | -                | -                | -                | -              |
| Land/building centralized government building         |      | 717,500           | 717,500                 | -                | -                | -                | -              |
| Furniture   |      | 20,000            | 20,000                  | -                | -                | -                | -              |
| Security Camaras                                      |      | 7,500             | 7,500                   | -                | -                | -                | -              |
| Display cases and shelves                             |      | 10,000            | 10,000                  | -                | -                | -                | -              |
| Humidifiers   |      | 10,000            | 10,000                  | -                | -                | -                | -              |
| GVP & GDG School - infrastructure                     |      | 1,200,000         | -                       | 800,000          | 400,000          | -                | -              |
| GVP & GDG School - additional infrastructure          |      | 300,000           | -                       | -                | 300,000          | -                | -              |
| GVP & GDG School - own contribution                   |      | 1,500,000         | -                       | 1,500,000        | -                | -                | -              |
| Social Housing  |      | 300,000           | 300,000                 | -                | -                | -                | -              |
| Social Housing - additional (financed interest-free k |      | 4,212,000         | -                       | 1,404,000        | 1,404,000        | 1,404,000        | -              |
| Eco Statia N.V. - Transfer of land and property       |      | 2,100,000         | 2,100,000               | -                | -                | -                | -              |
| Modernization archives                                |      | 70,000            | 70,000                  | -                | -                | -                | -              |
| Office furniture                                      |      | 50,000            | 50,000                  | -                | -                | -                | -              |
| New warehouse   |      | 104,000           | 104,000                 | -                | -                | -                | -              |
| New forklift  |      | 60,000            | 60,000                  | -                | -                | -                | -              |
| New office furniture                                  |      | 15,000            | 15,000                  | -                | -                | -                | -              |
| New server  |      | 8,000             | 8,000                   | -                | -                | -                | -              |
| Tent  |      | 7,000             | 7,000                   | -                | -                | -                | -              |
| New vehicle   |      | 26,304            | 26,304                  | -                | -                | -                | -              |
| Office furniture                                      |      | 50,000            | 50,000                  | -                | -                | -                | -              |
| Office furniture                                      |      | 50,000            | 50,000                  | -                | -                | -                | -              |
| New equipment waste plant                             |      | 200,000           | 200,000                 | -                | -                | -                | -              |
| Vehicle for island sec and BBO team                   |      | 30,000            | -                       | 30,000           | -                | -                | -              |
| ICT equipment   |      | 10,000            | -                       | 10,000           | -                | -                | -              |
| 3 fourtyfive foot high cube containers                |      | 22,500            | -                       | 22,500           | -                | -                | -              |
| 1 Tractor plow  |      | 5,000             | -                       | 5,000            | -                | -                | -              |
| 3 Rotary Tiller                                       |      | 5,000             | -                       | 5,000            | -                | -                | -              |
| Scarefolding  |      | 5,000             | -                       | 5,000            | -                | -                | -              |
| 3 Bankers   |      | 5,000             | -                       | 5,000            | -                | -                | -              |
| Aanschaf in Ground Lighting System                    |      | 700,000           | -                       | -                | -                | 350,000          | 350,000        |
| Purchase luggage Carrousel                            |      | 50,000            | -                       | -                | 50,000           | -                | -              |
| QPS Walk Through Detection                            |      | 450,000           | -                       | -                | 225,000          | 225,000          | -              |
| Purchase Hoogwerker                                   |      | 6,000             | -                       | 6,000            | -                | -                | -              |
| Renovation of existing landing strip                  |      | 700,000           | -                       | 700,000          | -                | -                | -              |
| AFIS TWR communication equipment                      |      | 20,000            | -                       | -                | 20,000           | -                | -              |
| Furniture for unit YES                                |      | 20,000            | -                       | 20,000           | -                | -                | -              |
| Printer for unit YES                                  |      | 8,000             | -                       | 8,000            | -                | -                | -              |
| New security vehicle                                  |      | 40,000            | -                       | 40,000           | -                | -                | -              |
| New Centralized Harbor Building and Demolition        |      | 192,500           | -                       | 100,000          | 92,500           | -                | -              |
| Telephone system for transfer of calls                |      | 6,000             | -                       | 6,000            | -                | -                | -              |
| Incinerator system - additional cost required         |      | 1,900,000         | -                       | 1,900,000        | -                | -                | -              |
| GDG school - additional cost required                 |      | 175,000           | -                       | 175,000          | -                | -                | -              |
| Fairplay - bouwrijp maken                             |      | 881,800           | -                       | 481,800          | 400,000          | -                | -              |
| Customs duty - new building                           |      | 1,000,000         | -                       | 350,000          | 350,000          | 300,000          | -              |
| <b>Sub-Total Capital Investments &amp; Payments</b>   |      | <b>20,321,104</b> | <b>5,877,304</b>        | <b>8,073,300</b> | <b>3,741,500</b> | <b>2,279,000</b> | <b>350,000</b> |



The effect of the investments on the depreciation expenses is as follows:

| Function | Unit                               | Category  | Purchase price | Year of purchase | Lifetime | Depreciation 2026 | Depreciation 2027 | depreciation 2028 | Depreciation 2029 |
|----------|------------------------------------|---|----------------|------------------|----------|-------------------|-------------------|-------------------|-------------------|
| 820      | Woningbouwexploitatie/woningbouw   | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 2,100,000      | 2025             | 40       | 52,500            | 52,500            | 52,500            | 52,500            |
| 002      | Vergunning, toezicht en handhaving | Voertuigen  | 26,304         | 2025             | 5        | 5,261             | 5,261             | 5,261             | 5,261             |
| 002      | Directie Sociaal                   | Meubilair   | 50,000         | 2025             | 5        | 10,000            | 10,000            | 10,000            | 10,000            |
| 220      | Zeehaven                           | Renovatie/aanpassing gebouwen                     | 104,000        | 2025             | 40       | 2,600             | 2,600             | 2,600             | 2,600             |
| 220      | Zeehaven                           | Renovatie/aanpassing gebouwen                     | 192,500        | 2025             | 40       | 4,813             | 4,813             | 4,813             | 4,813             |
| 220      | Zeehaven                           | Meubilair   | 30,000         | 2025             | 5        | 6,000             | 6,000             | 6,000             | 6,000             |
| 220      | Zeehaven                           | Voertuigen  | 60,000         | 2025             | 5        | 12,000            | 12,000            | 12,000            | 12,000            |
| 820      | Woningbouwexploitatie/woningbouw   | Meubilair   | 120,000        | 2025             | 5        | 24,000            | 24,000            | 24,000            | 24,000            |
| 002      | Bestuursapparaat                   | Voertuigen  | 30,000         | 2026             | 5        |                   | 6,000             | 6,000             | 6,000             |
| 002      | Bestuursapparaat                   | Hardware, overige                                 | 10,000         | 2026             | 5        |                   | 2,000             | 2,000             | 2,000             |
| 480      | Onderwijs algemeen beheer          | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 1,800,000      | 2026             | 40       |                   | 45,000            | 45,000            | 45,000            |
| 820      | Woningbouwexploitatie/woningbouw   | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 4,512,000      | 2026             | 40       |                   | 112,800           | 112,800           | 112,800           |
| 002      | Bestuursapparaat                   | Voertuigen  | 30,000         | 2026             | 5        |                   | 6,000             | 6,000             | 6,000             |
| 002      | Bestuursapparaat                   | Hardware, overige                                 | 10,000         | 2026             | 5        |                   | 2,000             | 2,000             | 2,000             |
| 230      | Luchtvaart                         | Werktuigen, machines en gereedschappen            | 76,000         | 2026             | 10       |                   | 7,600             | 7,600             | 7,600             |
| 002      | Directie Sociaal                   | Meubilair   | 28,000         | 2026             | 5        |                   | 5,600             | 5,600             | 5,600             |
| 230      | Unit Beveiliging                   | Voertuigen  | 40,000         | 2026             | 5        |                   | 8,000             | 8,000             | 8,000             |
| 002      | Incinerator                        | Werktuigen, machines en gereedschappen            | 1,900,000      | 2026             | 40       |                   | 47,500            | 47,500            | 47,500            |
| 480      | Onderwijs algemeen beheer          | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 175,000        | 2026             | 40       |                   | 4,375             | 4,375             | 4,375             |
| 002      | Directie Sociaal                   | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 881,800        | 2027             | 40       |                   |                   | 22,045            | 22,045            |
| 200      | Publieke werk en diensten          | Werktuigen, machines en gereedschappen            | 42,000         | 2027             | 10       |                   |                   | 4,200             | 4,200             |
| 230      | Luchtvaart                         | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 700,000        | 2027             | 40       |                   |                   | 17,500            | 17,500            |
| 220      | Zeehaven                           | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 1,000,000      | 2028             | 40       |                   |                   |                   | 25,000            |
| 230      | Luchtvaart                         | Werktuigen, machines en gereedschappen            | 450,000        | 2028             | 10       |                   |                   |                   | 45,000            |
| 230      | Luchtvaart                         | Nieuwbouw woonruimten/ Nieuwbouw bedrijfsgebouwen | 700,000        | 2029             | 40       |                   |                   |                   |                   |
|          |                                    |   |                |                  |          | <b>117,173</b>    | <b>364,048</b>    | <b>407,793</b>    | <b>477,793</b>    |



## Overview Reserves and Provisions

| Description                         | Actuals 2024      | Primary budget 2025 | Budget 2026       | Budget 2027       | Budget 2028       | Budget 2029       |
|-------------------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|
| <i>Reserves</i>                     |                   |                     |                   |                   |                   |                   |
| General Reserve                     | 20,394,556        | 20,262,235          | 21,190,051        | 21,837,082        | 21,285,830        | 21,390,723        |
| Designated reserve                  | 3,225,092         | 2,278,949           | 2,074,840         | 1,512,711         | 950,582           | 495,542           |
| Resistance Capacity                 | 6,861,432         | 6,999,300           | 6,861,432         | 6,861,432         | 6,861,432         | 6,861,432         |
| Usage of designated reserve         | -                 | (1,204,109)         | (562,129)         | (562,129)         | (455,039)         | (955,039)         |
| Addition to general reserve         | 4,126,608         | 1,927,816           | 647,031           | 10,878            | 559,932           | 417,208           |
| <b>Subtotal general reserve</b>     | <b>34,607,688</b> | <b>30,264,191</b>   | <b>30,211,225</b> | <b>29,659,973</b> | <b>29,202,737</b> | <b>28,209,866</b> |
| Participations                      | (17,144,863)      | (17,144,863)        | (17,144,863)      | (17,144,863)      | (17,144,863)      | (17,144,863)      |
| <b>Total reserves</b>               | <b>17,462,825</b> | <b>13,119,328</b>   | <b>13,066,362</b> | <b>12,515,110</b> | <b>12,057,874</b> | <b>11,065,003</b> |
| Provision for pensions of former f  | (450,000)         | (450,000)           | (450,000)         | (450,000)         | (450,000)         | (450,000)         |
| Provision environmental fund        | (350,281)         | (350,281)           | (350,281)         | (350,281)         | (350,281)         | (350,281)         |
| Provision for reorganization of cle | (23,000)          | -                   | -                 | -                 | -                 | -                 |
| <b>Total provisions</b>             | <b>(823,281)</b>  | <b>(800,281)</b>    | <b>(800,281)</b>  | <b>(800,281)</b>  | <b>(800,281)</b>  | <b>(800,281)</b>  |

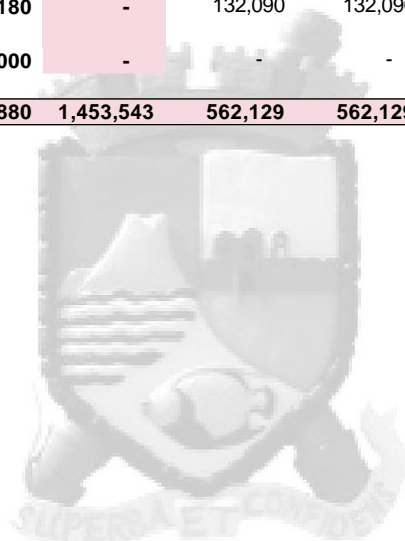
With a balanced budget for the coming years, the general reserve is expected to remain between USD28 million and USD30 million. The calculation of the value of the general reserve takes into account the amount needed for resistance capacity, which will not be affected.

The Island Council has decided to assign USD 1 million of the positive result of 2024 as a designated reserve. The purpose of this specific designated reserve is yet to be allocated.




The execution of the designated reserves is as follows:

| Description  | Total investment | Amended budget #2025-02 | Budget 2026    | Budget 2027    | Budget 2028    | Budget 2029    |
|--|------------------|-------------------------|----------------|----------------|----------------|----------------|
| Racetrack  | 700,000          | 400,000                 | 150,000        | 150,000        | -              | -              |
| Government building and purchase of land   | 700,000          | 700,000                 | -              | -              | -              | -              |
| Poverty reduction and a one-off energy allowance for low-income households                         | 970,157          | 150,000                 | 205,039        | 205,039        | 205,039        | 205,039        |
| Support for digitalization   | 301,178          | 151,178                 | 75,000         | 75,000         | -              | -              |
| Appointing a social real estate project manager  | 52,365           | 52,365                  | -              | -              | -              | -              |
| Implementation of the Nature and Environmental Policy Plan for the Caribbean Netherlands 2020-2030 | 264,180          | -                       | 132,090        | 132,090        | -              | -              |
| Projects to be assigned to designated amount (July 2025)   | 1,000,000        | -                       | -              | -              | 250,000        | 750,000        |
|  | <b>3,987,880</b> | <b>1,453,543</b>        | <b>562,129</b> | <b>562,129</b> | <b>455,039</b> | <b>955,039</b> |



## Overview Personnel Expenses

| Summary of Personnel Expenses 2026                    |                  |                          |                  |                          |                  |                          |
|---|------------------|--------------------------|------------------|--------------------------|------------------|--------------------------|
| Divisions & Units                                     | Filled Positions |                          | Vacancies        |                          | Total            |                          |
|   | FTE              | USD                      | FTE              | USD                      | FTE              | USD                      |
| <b>Fixed Formation (Vaste Regulier Formatie)</b>      |                  |                          |                  |                          |                  |                          |
| Bestuursapparaat & Bestuursorganen                    | 14.50            | 1,361,476                | 5.50             | 343,985                  | 20.00            | 1,705,461                |
| Bestuursondersteuning                                 | 13.00            | 945,955                  | 8.00             | 554,659                  | 21.00            | 1,500,614                |
| Directie Bedrijfsvoering en Klantenservice            | 27.00            | 1,892,986                | 12.00            | 733,998                  | 39.00            | 2,626,984                |
| Directie Economie Natuur en Infrastructuur            | 40.00            | 2,448,425                | 4.00             | 283,217                  | 44.00            | 2,731,641                |
| Directie Sociaal                                      | 20.00            | 1,449,430                | 4.00             | 295,207                  | 24.00            | 1,744,637                |
| Directie Transport                                    | 46.00            | 2,126,643                | 7.00             | 352,320                  | 53.00            | 2,478,962                |
| <b>Sub-total Fixed Formation</b>                      | <b>160.50</b>    | <b>10,224,914</b>        | <b>40.50</b>     | <b>2,563,386</b>         | <b>201.00</b>    | <b>12,788,299</b>        |
| <b>Above Formation (Boventallig Formatie)</b>         |                  |                          |                  |                          |                  |                          |
| Above formation                                       | 10.00            | 482,589                  | 1.00             | 112,027                  | 11.00            | 594,616                  |
| <b>Sub-total Fixed Formation</b>                      | <b>10.00</b>     | <b>482,589</b>           | <b>1.00</b>      | <b>112,027</b>           | <b>11.00</b>     | <b>594,616</b>           |
| <b>Extra Formation (Extra Formatie)</b>               |                  |                          |                  |                          |                  |                          |
| Project-Assigned Personnel<br>Minus Bijdrage          | 16.00<br>(16.00) | 1,364,670<br>(1,364,670) | 30.00<br>(30.00) | 2,477,215<br>(2,477,215) | 46.00<br>(46.00) | 3,841,885<br>(3,841,885) |
| Uitvoeringskracht (CN-envelopen)<br>Minus Bijdrage    | 5.00<br>(5.00)   | 343,990<br>(343,990)     | 4.00<br>(4.00)   | 181,457<br>(181,457)     | 9.00<br>(9.00)   | 525,447<br>(525,447)     |
| <b>Sub-total Extra Formation</b>                      | <b>-</b>         | <b>-</b>                 | <b>-</b>         | <b>-</b>                 | <b>-</b>         | <b>-</b>                 |
| <b>Total Personnel Expenses 2026</b>                  | <b>170.50</b>    | <b>10,707,502</b>        | <b>41.50</b>     | <b>2,675,413</b>         | <b>212.00</b>    | <b>13,382,915</b>        |
| <b>Vacancies   Temporarily Filled by Consultants*</b> | <b>7.00</b>      | <b>406,081</b>           | <b>-</b>         | <b>-</b>                 | <b>7.00</b>      | <b>406,081</b>           |

\* This section is intended primarily for informational purposes. The vacancies are already reflected in the Fixed Formation as such.   
The corresponding amounts are also deducted from the contractors and consultants budget to prevent double budgeting of expenses.

\*\*The table is presented in summarized form in connection with privacy.

Personnel related to projects and CN envelope are covered by funds received through special allowances. The related salaries are recharged to projects.

The summarized table below gives a breakdown of the number of FTE's and the related personnel expenses by financial year and by function, pertaining to projects and CN envelope.

| Personnel Expenses covered by Special Allowances |             |                  |                               |                  |           |                  |           |                  |           |                  |
|--|-------------|------------------|-------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|
| Function   | Budget 2025 |                  | Multi-annual Budget 2026-2029 |                  |           |                  |           |                  |           |                  |
|  | FTE 2025    | Budget 2025      | FTE 2026                      | Budget 2026      | FTE 2027  | Budget 2027      | FTE 2028  | Budget 2028      | FTE 2029  | Budget 2029      |
| Bestuursondersteuning / Kabinet Gezaghebber      | 11          | 1,354,132        | 20                            | 1,746,116        | 20        | 1,976,412        | 20        | 1,996,177        | 20        | 2,016,138        |
| Directie Bedrijfsvoering en Klantenservice       | 2           | 169,172          | 4                             | 222,476          | 4         | 315,310          | 4         | 318,463          | 4         | 321,647          |
| Directie Sociaal                                 | 16          | 1,367,896        | 20                            | 1,550,680        | 20        | 1,618,784        | 20        | 1,634,971        | 20        | 1,651,321        |
| Directie Economie Natuur en Infrastructuur       | 3           | 175,452          | 11                            | 848,060          | 11        | 924,523          | 11        | 933,768          | 11        | 943,106          |
|  | <b>32</b>   | <b>3,066,652</b> | <b>55</b>                     | <b>4,367,332</b> | <b>55</b> | <b>4,835,028</b> | <b>55</b> | <b>4,883,378</b> | <b>55</b> | <b>4,932,212</b> |

In 2026 the partial effect of the vacancies throughout the year has been taken into account, with the full year effect in 2027.



## Personnel Expenses

In this process, the following was taken into account:

### Vacancies

In recent years, OLE has had a high number of vacancies and experienced difficulties in filling these positions. The estimated formation for 2026 includes 40.5 vacancies (excluding projects and temporary support).

Based on experience from prior years, it is expected that some of these vacancies will be filled throughout the year. In the second half of 2025, approximately 24 vacancies are expected to be filled, leaving 16.5 vacancies to be filled in 2026. Although the table indicates the total vacancies in FTE, the financial figures take into account the partial-year effect of filling these positions throughout the year and not from the 1 January. The partial-year effect corresponds for 2027 amounts to USD1.3 million.

The expected costs of the vacancies that are currently filled by third-parties have been deducted from the third-party expenses to ensure that the costs are not overstated.

In comparison with the budget 2028-2028 the development in personnel expenses is as follows:

|                  | Fixed positions | Vacancies | Total |
|------------------|-----------------|-----------|-------|
| Budget 2025-2028 | 148.5           | 48.5      | 197.0 |
| Budget 2026-2029 | 160.5           | 40.5      | 201.0 |
| Difference       | 12.0            | -8.0      | 4.0   |

The fixed positions have increased, showing the result of the efforts to fill vacancies during 2025.

### Bottlenecks

As per the articles in WOL BES, island council members are not permitted to be civil servants. As a result, 2 of these positions have not yet been filled, but form part of the vacancies. The budget does not provide for a replacement, but a solution will be sought for this bottleneck. To mitigate this, temporary above-formation functions were created.

There are currently 11 positions above formation, totaling USD594K.

Furthermore, employees who suffer from an illness for a long period of time receive salary compensation for up to 4 years. Currently, only one (1) employee falls in this category. The budget does not include replacement expenses for this risk.

### Retirement

Expected retirement does not have an impact on the 2026 budget, but it is expected that this may be the case in later years. In 2025 and 2026, considerations will be given to outsourcing cleaning and security services.



## Cashflow forecast 2026-2029

The cashflow forecast has been prepared using the following assumptions:

### Financial year 2025:

- The opening cash position for 2026 reflects the closing cash balance of 2025, including the year's remaining free allowances and interest income.
- The proceeds and disbursements for 2025 include the continuation of infrastructure and capital projects, with partial drawdowns on designated reserves carried forward into 2026.
- The implementation of the Internal Control Department and related audit plan in late 2025 does not yet have a significant impact on cash disbursements in that year, but associated operational costs are reflected in the 2026 budget.

### Financial years 2026-2029:

- Free allowances are projected to remain stable from 2026 onwards, following the adjustments incorporated in 2025. Structural allowances are assumed to be received in monthly advance installments, while incidental allowances are considered one-time receipts.
- Interest-free loan proceeds of USD 5.71 million are budgeted in 2026, mainly during January and February 2026 for USD 1.5MM and USD 4.2MM, respectively, intended to address specific project needs, such as the completion of the GVP school and Social Housing projects. No further interest-free loan proceeds are projected from 2027 onwards.
- Special allowances are included as both proceeds and disbursements within the forecast. These are expected to decrease significantly, from USD 30.10 million in 2026 to USD 2.27 million in 2029, reflecting the completion of a substantial portion of active projects during the 2026 – 2029 period.
- Capital investments are budgeted at USD 8.56 million in 2026, declining sharply to USD 1.3 million by 2029. This reduction is primarily the result of limited cash availability and the associated constraints on funding additional major capital projects. OLE must ensure the maintenance of a balanced budget while safeguarding a manageable liquidity position, thereby prioritizing investment in the most critical and high-priority projects. Capital investments also comprise the expenditures related to the designated reserves.
- Operational expenditures include personnel costs, general operating expenses, subsidies and financial contributions, and other recurring costs. A significant increase is projected primarily in personnel expenses, reflecting the Organization's commitment to ensuring adequate staffing levels to support the effective and efficient execution of its duties and responsibilities. Other expenditure categories are expected to grow at a moderate pace over the period, driven by inflationary adjustments and ongoing organizational development initiatives.
- Interest income is calculated at a conservative rate of 3% per annum on the average bank balances of two (2) interest bearing accounts. Based on current trends, the rate of projected interest applied at budget preparation may be subject to change depending on international market conditions.
- Interest expenses are minimal, projecting a limited reliance on and use of overdraft facilities; however, the risk of use of a temporary overdraft facility exists if advance free allowances are not transferred timely to the Organization or if collection of outstanding receivables falls short of expectations.
- Restricted bank balances, consisting of special allowance funds and funds managed by Cft, are projected to increase from USD 48.79 million in 2026 to USD 62.87 million in 2029, while unrestricted bank balances are expected to decline sharply to USD 0.11 million in 2029, indicating limited available liquidity for discretionary purposes.



The following table summarizes the projected cash movements:

| Year        | Opening Balance (USD) | Proceeds (USD) | Disbursements (USD) | Closing Balance (USD) |
|-------------|-----------------------|----------------|---------------------|-----------------------|
| <b>2026</b> | 67,964,033            | 59,545,927     | 66,278,596          | 51,231,364            |
| <b>2027</b> | 51,231,364            | 43,727,137     | 49,744,235          | 45,214,266            |
| <b>2028</b> | 45,214,266            | 44,303,556     | 39,018,673          | 50,499,149            |
| <b>2029</b> | 50,499,149            | 44,794,307     | 32,415,665          | 62,877,790            |

### Liquidity Considerations

The forecast indicates a declining unrestricted cash position over the period, with liquidity projected to reach minimal operational levels by 2029. This trend is driven primarily by front-loaded disbursements for special allowances and capital investments in 2026 and 2027, combined with stable and recurring income streams.

Capital investments are budgeted at USD 8.63 million in 2026, decreasing sharply to USD 1.31 million by 2029. This reduction reflects both limited cash availability and the need to prioritize funding for only the most critical, high-priority projects. Maintaining a balanced budget and safeguarding a sustainable liquidity position remain essential conditions for OLE's financial stability.

The statutory requirement to maintain a resistance capacity in liquid assets at a ratio of 1:1 will not be met during most of the forecast period. By 2029, unrestricted liquidity is expected to be critically low, underscoring the importance of continued monitoring of receivable collections and, if necessary, adjustments to the investment and capital disbursement schedule.

To address these challenges, OLE will develop and present a comprehensive liquidity policy to the Cft and the Netherlands. This policy will define the principles and parameters for managing liquidity levels, ensuring that all parties agree to its provisions prior to implementation. It will also include clear mechanisms for monitoring and reporting on a regular basis to support transparency, accountability, and timely decision-making.



## Cashflow projection 2026-2029

| CASHFLOW PROJECTIONS                                   |                    |                   |                   |                   |
|--|--------------------|-------------------|-------------------|-------------------|
| DESCRIPTION  | 2026               | 2027              | 2028              | 2029              |
|  | BUDGET             | BUDGET            | BUDGET            | BUDGET            |
| <b>CASH POSITION - BEGINNING OF YEAR</b>               | <b>67,964,033</b>  | <b>51,231,364</b> | 45,214,266        | 50,499,149        |
| <b>Cash Proceeds from:</b>                             |                    |                   |                   |                   |
| 01 - Free allowances                                   | 22,226,121         | 22,511,008        | 23,113,418        | 23,377,917        |
| 02 - Taxes and levies                                  | 550,000            | 555,500           | 561,055           | 566,666           |
| 03 - Property management income                        | 266,271            | 268,933           | 271,623           | 274,339           |
| 04 - Airport   | 392,735            | 396,663           | 400,629           | 404,636           |
| 05 - Harbour   | 1,949,997          | 1,969,497         | 1,989,192         | 2,009,084         |
| 06 - Permits   | 147,591            | 149,067           | 150,558           | 152,063           |
| 07 - Fees and dues                                     | 110,572            | 111,677           | 112,794           | 113,922           |
| 08 - Other income                                      | 149,950            | 151,450           | 152,964           | 154,494           |
| 10 - Waste tax   | 287,850            | 290,729           | 293,636           | 296,572           |
| 12 - Other special income                              | -                  | -                 | -                 | -                 |
| 30 - Unforeseen  | -                  | -                 | -                 | -                 |
| 31 - Collections                                       | 937,761            | 853,294           | 788,933           | 740,202           |
| Proceeds from Interest-Free Loans                      | 5,712,000          | -                 | -                 | -                 |
| Proceeds from Special allowances                       | 15,000,000         | 15,000,000        | 15,000,000        | 15,000,000        |
| Proceeds - Interest Income                             | 1,815,078          | 1,469,320         | 1,468,754         | 1,704,412         |
| <b>TOTAL CASH PROCEEDS RECEIVED</b>                    | <b>49,545,927</b>  | <b>43,727,137</b> | <b>44,303,556</b> | <b>44,794,307</b> |
| <b>TOTAL CASH AVAILABLE</b>                            | <b>117,509,960</b> | <b>94,958,501</b> | <b>89,517,822</b> | <b>95,293,456</b> |
| <b>DISBURSEMENTS RELATES TO:</b>                       |                    |                   |                   |                   |
| <b>A - OPERATIONAL COSTS - OLE</b>                     |                    |                   |                   |                   |
| 1. - Personnel Payments                                | 15,951,361         | 17,016,031        | 17,124,869        | 17,296,117        |
| 1A. - Personnel - 36 hours Workweek FY 2022            | -                  | -                 | -                 | -                 |
| 2. - Accomodation Expenses                             | 1,901,879          | 1,920,898         | 1,940,107         | 1,959,508         |
| 3. - Property Management Expenses                      | 3,057,633          | 2,888,209         | 2,917,092         | 2,946,262         |
| 4. - Office Expenses                                   | 1,266,339          | 1,120,505         | 1,131,710         | 1,138,384         |
| 5. - Representation & Communication Expenses           | 1,092,102          | 1,103,023         | 1,114,053         | 1,125,193         |
| 6. - Transportation Expenses                           | 358,876            | 356,405           | 359,969           | 363,568           |
| 7. - General Expenses                                  | 1,155,895          | 1,084,381         | 1,095,224         | 1,455,453         |
| 8. - Subsidies & Financial Contributions               | 2,446,096          | 2,217,432         | 2,239,606         | 2,262,002         |
| 9. - Other Expenses                                    | -                  | -                 | -                 | -                 |
| 10. - Unforseen  | 261,470            | 250,479           | 252,984           | 255,514           |
| <b>Sub-total - Operational Costs</b>                   | <b>27,491,650</b>  | <b>27,957,363</b> | <b>28,175,614</b> | <b>28,802,003</b> |
| <b>B - CAPITAL INVESTMENTS AND DESIGNATED RESERVES</b> | <b>8,635,429</b>   | <b>2,449,629</b>  | <b>1,330,039</b>  | <b>1,305,039</b>  |
| <b>C - SPECIAL ALLOWANNCES</b>                         | <b>30,103,507</b>  | <b>19,189,989</b> | <b>9,482,500</b>  | <b>2,272,480</b>  |
| <b>SUBTOTAL</b>  | <b>66,230,587</b>  | <b>49,596,981</b> | <b>38,988,153</b> | <b>32,379,523</b> |
| Bank Charges   | 27,020             | 100,869           | 27,020            | 27,020            |
| Interest Expenses                                      | 20,990             | 46,386            | 3,500             | 9,123             |
| <b>TOTAL CASH DISBURSEMENTS</b>                        | <b>66,278,596</b>  | <b>49,744,235</b> | <b>39,018,673</b> | <b>32,415,665</b> |
| <b>CASH POSITION - END OF YEAR</b>                     | <b>51,231,364</b>  | <b>45,214,266</b> | <b>50,499,149</b> | <b>62,877,790</b> |
| <b>SUMMARY OF BANK ACCOUNT BALANCES</b>                |                    |                   |                   |                   |
|  | <b>2026</b>        | <b>2027</b>       | <b>2028</b>       | <b>2029</b>       |
| <b>UNRESTRICTED BANK ACCOUNT BALANCES</b>              |                    |                   |                   |                   |
| A. MCB Bonaire CFT - Account #3007                     | 1,936,782          | 183,522           | (49,095)          | (397,973)         |
| B. MCB Bonaire - Account #7505                         | 3                  | 3                 | 3                 | 3                 |
| C. MCB Bonaire - Account - #4101                       | 503,198            | 503,198           | 503,198           | 503,198           |
| <b>SUBTOTAL UNRESTRICTED BANK BALANCES</b>             | <b>2,439,984</b>   | <b>686,723</b>    | <b>454,106</b>    | <b>105,228</b>    |
| <b>RESTRICTED BANK ACCOUNT BALANCES</b>                |                    |                   |                   |                   |
| D. MCB Bonaire - Account #2607                         | 48,660,698         | 44,470,709        | 49,988,209        | 62,715,729        |
| F. ORCO Bank - Account #6031                           | 130,682            | 56,833            | 56,833            | 56,833            |
| <b>SUBTOTAL RESTRICTED BANK BALANCES</b>               | <b>48,791,380</b>  | <b>44,527,542</b> | <b>50,045,042</b> | <b>62,772,562</b> |
| <b>TOTAL BANK BALANCES</b>                             | <b>51,231,364</b>  | <b>45,214,266</b> | <b>50,499,149</b> | <b>62,877,790</b> |



## Overview Subsidies and Current Transfers 2025-2028

The table below shows a summary of the subsidies awarded to the different institutions of Sint Eustatius in view of the role they play in the objectives of OLE and the general interest.

| Foundations   | Realization<br>2024 | Primary<br>Budget 2025 | Budget<br>2026   | Budget<br>2027   | Budget 2028      | Budget 2029      |
|---|---------------------|------------------------|------------------|------------------|------------------|------------------|
| Small Enterprises Stimulation Programme               | 33,000              | 30,000                 | 29,850           | 30,149           | 30,450           | 30,754           |
| St. Eustatius Monument Foundation                     | -                   | 51,956                 | 58,850           | 59,439           | 60,033           | 60,633           |
| St. Eustatius National Park                           | 177,150             | 177,150                | 176,352          | 178,116          | 179,897          | 181,696          |
| St. Eustatius Tourism Development Foundation          | 259,285             | 335,055                | 298,515          | 301,500          | 304,515          | 307,560          |
| Judson Bicentennial Stichting (Library)               | 173,000             | 168,879                | 173,240          | 174,972          | 176,722          | 178,489          |
| St. Eustatius Sports Facilities                       | 320,300             | 320,300                | 375,000          | 378,750          | 382,538          | 386,363          |
| St. Eustatius Historical Foundation                   | 111,000             | 106,782                | 115,000          | 116,150          | 117,312          | 118,485          |
| St. Eustatius Center for Archeological research       | 50,000              | 50,000                 | 50,900           | 51,409           | 51,923           | 52,442           |
| St. Eustatius Youth Care Foundation                   | 300,000             | 300,000                | 298,650          | 301,637          | 304,653          | 307,699          |
| St. Eustatius Lions Club                              | 13,000              | 10,150                 | -                | -                | -                | -                |
| Expertise Center Sint Eustatius                       | 23,880              | 23,880                 | 24,119           | 24,360           | 24,604           | 24,850           |
| St. Eustatius Senior Citizens and Cultural Foundation | 9,000               | 26,250                 | 26,513           | 26,778           | 27,046           | 27,316           |
| St. Eustatius Expertise Centrum                       | -                   | 80,000                 | -                | -                | -                | -                |
| Dikers Sports Academy                                 | 850                 | 36,450                 | -                | -                | -                | -                |
| Golden rock cancer awareness                          | -                   | -                      | 15,800           | 15,958           | 16,118           | 16,279           |
| Other   | 27,316              | -                      | 13,699           | 13,836           | 13,974           | 14,114           |
| <b>Total</b>  | <b>1,497,781</b>    | <b>1,716,852</b>       | <b>1,656,488</b> | <b>1,673,053</b> | <b>1,689,783</b> | <b>1,706,681</b> |
| Financing through alternative channels                | -                   | (151,211)              | -                | -                | -                | -                |
| <b>Total</b>  | <b>1,497,781</b>    | <b>1,565,641</b>       | <b>1,656,488</b> | <b>1,673,053</b> | <b>1,689,783</b> | <b>1,706,681</b> |





## Overview Free Allowances

For details, refer to the table and explanation under function 9.

In St. Eustatius, the priority is to improve the economic perspective, for example by strengthening the standard of living and reducing (social) poverty. The government has therefore found itself willing to invest extra money in the islands on the condition that good governance and financial accountability are guaranteed at an adequate level. Where the Netherlands supports investments by the islands, a realistic conservation budget must be provided for more than is currently the case. The call for an increase in the Free Allowance has been ongoing for some time. This was realized in 2024.

Resources are deployed along three lines from the Coalition Agreement:

- A. Improving livelihood security by increasing incomes and lowering the cost of living.
- B. Improving the labor market.
- C. Reinforcing Island resources (including the Free allowance)

In 2022, the OLE and the departments worked hard to achieve the ambitions of the cabinet, the outline letter, the priorities as drawn up by the directors (Government Commissioner in collaboration with the Island Council) of Sint Eustatius, and the distribution of the CN envelope, which was to be worked out in specific and concrete agreements.

Work has been done on administrative agreements to arrive at a prioritization and thus deliver results for the inhabitants of St. Eustatius. The working group Interdepartmental Policy Research (IBO) and the Council of State (RvS) also recommend this. They emphasize the importance of an integrated, government-wide approach. One way to achieve this, according to the reports, is to draw up implementation agendas. The government response to the RvS/IBO stated that the cabinet would draw up execution agendas in 2022 to facilitate cooperation and strengthen and expand mutual efforts, based on commitment to results. In June 2022, these agreements were signed between the Government Commissioner and the State Secretary of the Interior and Kingdom Relations. This was necessary to give substance to the execution and necessary budget for certain topics from the execution agendas. This leads to a clear and well-founded distribution and assignment of additional government contributions to OLE from the CN envelope. This has also led to an increase in the free allowances.

With the increase in the free allowance, public entities are better able to perform their island tasks and address backlogs.



## Critical Performance Indicators (KPI)

On the basis of the renewal of the BBV in 2017, it has been determined that Dutch municipalities must explain their annual budget with a (fixed) set of policy indicators. The Island Council (in the event of a restoration of democracy) is free to expand this basic set with its own indicators, now the Executive Council.

As part of the further development of the P&C cycle, it is proposed to appoint so-called performance indicators with effect from the 2024-2027 budget, in the context of a deepening of the W-question "What do we want to achieve?" (what do we try to achieve). This also follows a recommendation from the CFT to pay more attention and depth to policy-based accountability.

The values realized are then presented in the annual accounts.

In OLE's budgets to date, it is described for each function what is being attempted to be achieved, but no measurable standards have yet been formulated. With effect from the 2024-2027 budget, two critical performance indicators will be formulated for each main function. (below 3-4 examples per main function). It gives the Executive Council and management the opportunity to assess and evaluate its performance and results in the various policy areas and thus to form a clear picture of the policy results of the Public Entity. (In addition to the overview below, a KPI such as the outstanding debtor balance for main function 9 can also be considered).

An additional advantage is that KPIs are an instrument for comparing the performance of comparable (so-called reference municipalities) municipalities, although this does not apply in the case of OLE and Statia (in the Netherlands there is a basic set of 39 mandatory indicators, [www.waarstaatjegemeente.nl](http://www.waarstaatjegemeente.nl)). In addition, an advantage of KPIs can be that management can identify at an early stage where and when adjustment is really required.

It is important in this context that a KPI complies with the SMART principle:

- ✓ Specific; Is the objective unambiguous?
- ✓ Measurable; Can we measure progress with the KPIs?
- ✓ Acceptable; Is this acceptable enough for the target group and/or management?
- ✓ Realistic; Is the goal achievable?
- ✓ Time-bound; When (in time) should the goal be achieved?

It is also important that the number of KPIs is limited in number. An abundance of indicators is not workable and does not contribute to the legibility of the documents. What does benefit the information position and workability is some consistency in the indicators. So, no constant changes and adjustments.

It is also important, given the small scale of Statia, that the results of KPIs cannot be translated back to a more or less individual level.

Finally, indicators should not become an end in themselves but should be supportive in nature. A low percentage of young people with youth care, for example, can be positive if the public body takes a good preventive approach, but may be less favorable if certain young people do not receive the youth care that they do need. It is therefore essential not to see and assess indicators individually, but to provide them with some context.



KPI's summary

| Performance Indicators annual budget 2026-2029 |   |  |   | 2026                | 2027               | 2028               | 2029               |
|--|---|--|---|---------------------|--------------------|--------------------|--------------------|
| Serial no.                                     | Function  | Performance Indicator  | Description   | 2026                | 2027               | 2028               | 2029               |
| 1  | 0 General Administration                        | Absenteeism  | High absenteeism levels mean that work is not done for extended periods and is performed less efficiently, which in turn can be detrimental to other related processes.   | norm<br>4.5%        | norm<br>4.5%       | norm<br>4.5%       | norm<br>4.5%       |
| 2  | 1 Public Order and Safety                       | Response time incidents and calamities                               | Reaction of staff in time, in case of calamity or incidents. Reaction from on call situation. Training drills.  | 3uren<br>per week   | 4uren<br>per week  | 5uren<br>per week  | 6uren<br>per week  |
| 3  | 1 Public Order and Safety                       | Striving for Security Certification                                  | Training: AVSec, ISPS, Dangerous goods, First Aid, Explosives, VHF, Firefighting course, management courses supervisors. Inclusive re-certification new personnel.  | 80%                 | 90%                | 100%               | 100%               |
| 4  | 1 Public Order and Safety (CRISISMANAGEMENT)    | Measuring response time/Turnout time fire service                    | Turnout time Fire service due to emergency situations "service to the citizen"  | <=15min             | <=10min            | <=10min            | <=10min            |
| 5  | 1 Public Order and Safety                       | installation of traffic signs  | A lot of the roads previously constructed does not have adequate signage and does not comply with the road safety regulations The BC has the mandate to authorise the placing of traffic signs The intention is to increase public safety by installing adequate signage on the road ways. The amount of new signs to be installed each year is as follows  | 20                  | 10                 | 10                 | 10                 |
| 6  | 2 Traffic, Transportation and Water Management  | Number of flight movements airport                                   | Number of take-offs and landings  | 5,100               | 5,600              | 6,100              | 6,600              |
| 7  | 2 Traffic, Transportation and Water Management  | Number of passengers airport   | Departing and arriving passengers   | 26,750              | 30,550             | 33,700             | 40,654             |
| 8  | 2 Traffic, Transportation and Water Management  | Number of ferry passengers   | Expressed in average passenger load factor. Goal: sustainable connectivity (avg. pass. Load factor > 27% for the operator to make profit)   | 20%                 | 27%                | 30%                | 30%                |
| 9  | 2 Traffic, Transportation and Water Management  | (1) amount of Road maintained<br>(2) improve street lightening       | *More roads are been constructed P only a certain amount of roads are currently been maintained * there are dangerous associated with having debris on the road ways * uncleaned side walks creates vision imperiment for motorists. * not enough stree lighteing in the community, some road waysare extremely dar and dangerous. the amount of new roads to be maintained per year is represented in km and the amountof lights to be placed in numbers | 10Km &<br>30 lights | 5km & 30<br>lights | 5km & 30<br>lights | 5km & 30<br>lights |
| 10   | 3 Economic Affairs                              | Supporting local cooperation and BSO                                 | Providing support to the local foundations and businees support organizations the amount of organizations to receive support from the OLE annually (improve the support received from ENI)  | 7                   | 7                  | 7                  | 7                  |
| 11   | 3 Economic Affairs                              | Permit issued and enforcement  | Not all buiness have the correct permits to operate. Some business do not have no permit at all. This must be doen from enforcemnet the intention is to control all operated business and check if they have the correct permits to operate. The aount of business to be checked annually is represented in numerical numbers   | 70                  | 80                 | 90                 | 100                |
| 12   | 3 Economic Affairs                              | Improving compliance and knowledge of local business and BSO.        | A lot of thelocal business and foundations are no fully aware of the all the regulations nor are they fully aware of the possibilities to access financing . The intention is to organise trainingens and consultaion session to increase their awarens and knowledge to access finance . the OLE will arrange a series of trainingen on a anual basis. the amount is represented in numerical values   | 3                   | 5                  | 5                  | 5                  |
| 13   | 4 Education                                     | Adult Education  | Low literacy and illiteracy have been reduced. The target audience attends courses that enhance their opportunities within the community. "Baseline" is established.  | 70                  | 90                 | 110                | 130                |
| 14   | 5 Culture and Recreation                        | Number of festivals and cultural events                              | Embedding national pride in the Statian community. Attraction for residents and tourists.   | 12                  | 12                 | 12                 | 12                 |
| 15   | 5 Culture and Recreation                        | Culture artifacts(cultureel erfgoed); Cultureel Erfgoed op 1 lokatie | Preserving cultural heritage: Heritage is safeguarded through safe repatriation, transportation, storage and exhibition.  | 1                   | 1                  | 1                  | 1                  |
| 16   | 6 Sociale voorzieningen en maatschappelijk werk | Poverty rate (armoede)   | CBS poverty on St. Eustatius = 52%. In line with the SDGs (Sustainable Development Goals), it is the intention that this will be significantly reduced by 2030.   | 48%                 | 45%                | 43%                | 41%                |
| 17   | 6 Sociale voorzieningen en maatschappelijk werk | Domestic violence (huiselijk geweld en kindermishandeling)           | The shelter is operational. A baseline for measuring domestic violence and child abuse has been created.  | 80%                 | 100%               | 100%               | 100%               |
| 18   | 6 Sociale voorzieningen en maatschappelijk werk | Labor participation  | The number of unemployed is 2.3% (CBS). Number of registered unemployed directed to work through labor matters is currently 35. Per year the number of registered unemployed will be 5.   | 40                  | 45                 | 50                 | 55                 |
| 19   | 7 Public Health                                 | GGD - obesity approach for young people                              | life style change is necessary, information to raise awareness of health risks and approach to obesity.   | 50%                 | 75%                | 75%                | 75%                |
| 20   | 9 Financing and General Cover funds             | Outstanding debtor balance   | Closed invoices per year expressed in %. Concerns current financial year  | 75%                 | 77%                | 85%                | 85%                |
| 21   | 9 Financing and General Cover funds             | Speed of payment (supplier satisfaction)                             | What percentage has been paid within the payment term of 22 days?   | 87%                 | 90%                | 95%                | 95%                |
| 22   | 9 Financing and General Cover funds             | Deliver external reports on time                                     | Deliver uitvoeringsrapportages (4x), Annual Reports (1x), Budget (1x) and answers to questions from the Bestuurscollege and/or Island Council (15 days) on time   | 100%                | 100%               | 100%               | 100%               |

## Special Allowances

The concept of the term special allowance is introduced in Article 91 of the FINBES Act.

In article 91 point 1, it states that a special allowance is a financial contribution from Our Minister, which is provided under certain conditions for a certain public task. Unlike free allowance, special allowances are therefore granted for a specific purpose. If the financial contribution is not spent on the prescribed goal, or an objective is not achieved according to the conditions, Our Minister can opt to reclaim the special allowance, partially or in full.

Every financial contribution that has been awarded to the public entity St Eustatius to carry out a specific task is recorded and managed in the administration as a special allowance (or project).

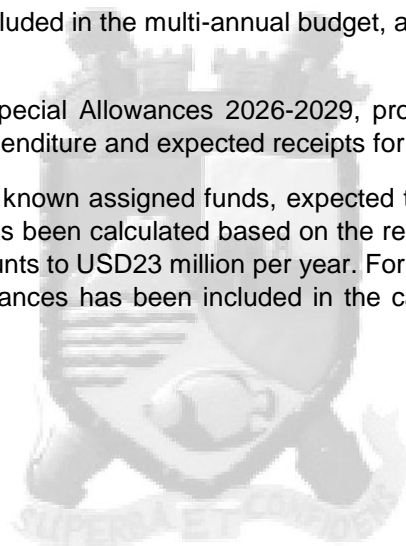
The special allowances are documented as follows:

- Upon receipt of a decision from a Dutch Ministry the amount indicated is recorded fully in the year in which the decision has been issued.
- The amounts received and the status of the special allowance are substantiated in the implementation reports.
- Each implementation report shows the balance of the special allowances still pending and the period to which they relate.

The special allowances are not included in the multi-annual budget, as these are approved and issued on a case-by-case basis.

The following annex, Overview Special Allowances 2026-2029, provides an overview of the active projects showing the expected expenditure and expected receipts for these years.

The receipts have been based on known assigned funds, expected to be received in 2026-2027. For cashflow purposes, an average has been calculated based on the receipts over the course of the last 3 years. The average receipt amounts to USD23 million per year. For reasons of prudence, an amount of USD15 million in Special allowances has been included in the cash flow projections as a ceiling amount for each year.





## Special Allowance – forecasted expenditure

| General Information |  | Balance                               | Budget                         | Budget                             | Budget                             | Budget                             | Budget                             | End date               |
|---------------------|--|---------------------------------------|--------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------|
| Project code        | Description project  | Ending balance up to 2nd quarter 2025 | Planned expenses 2nd half 2025 | Planned expenses for the year 2026 | Planned expenses for the year 2027 | Planned expenses for the year 2028 | Planned expenses for the year 2029 | Decree expiration date |
| 004455              | 001 Bijdrage ondersteuning (P/v) Regeringscommissaris                                | \$ (229,606)                          | \$ (229,606)                   | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 01-06-2023             |
| 005225              | 001 Kwartiermaker Stichting Statia Development Fund in Nederland                     | \$ (11,678)                           | \$ (11,678)                    | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 30-09-2024             |
| 005402              | 001 Ambtelijke en bestuurlijke integriteit binnen OL Sint Eustatius                  | \$ 86,705                             | \$ 50,000                      | \$ 36,705                          | \$ -                               | \$ -                               | \$ -                               | 01-09-2026             |
| 005544              | 001 Versterking kabinet van de gezaghebber   | \$ 64,965                             | \$ 34,965                      | \$ 30,000                          | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005631              | 001 Burgerschapsonderwijs  | \$ 121,283                            | \$ 21,283                      | \$ 50,000                          | \$ 50,000                          | \$ -                               | \$ -                               | Onbekend               |
| 005758              | 001 Ondersteuning eilandsraad  | \$ 110,980                            | \$ 20,980                      | \$ 50,000                          | \$ 40,000                          | \$ -                               | \$ -                               | Onbekend               |
| 005793              | 001 Regio deal fort oranje government guesthouse                                     | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 003283              | 002 Bijdrage rekenkamer St. Eustatius  | \$ 206,711                            | \$ 206,711                     | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 01-09-2024             |
| 003758              | 002 Bijdrage extra ambtelijke capaciteit   | \$ 742,817                            | \$ 342,817                     | \$ 400,000                         | \$ -                               | \$ -                               | \$ -                               | 01-07-2025             |
| 004431              | 002 Bijdrage uitvoering van het strategisch communicatieplan                         | \$ 7,627                              | \$ 7,627                       | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 004670              | 002 Afsprakenakkoord Sint Eustatius 2022-2023  | \$ 113,514                            | \$ 113,514                     | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 01-07-2025             |
| 004896              | 002 Verlenging en verhoging versnelling verbeterplan financieel beheer               | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 005125              | 002 Afsprakenakkoord 2024-2027   | \$ 689,418                            | \$ 289,418                     | \$ 250,000                         | \$ 150,000                         | \$ -                               | \$ -                               | 31-12-2027             |
| 005168              | 002 Digitalisering vraagstukken openbaar lichaam Sint Eustatius                      | \$ 461,742                            | \$ 61,742                      | \$ 300,000                         | \$ 100,000                         | \$ -                               | \$ -                               | Onbekend               |
| 005319              | 002 Versterking van de Processen v/d AOIB van OLE                                    | \$ 288,798                            | \$ 288,798                     | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 005420              | 002 Het aanschaffen van overige werkvoorraad en werkplekapparatuur en netwerkkap     | \$ 858,855                            | \$ 420,000                     | \$ 438,855                         | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005421              | 002 Het actualiseren van het Masterplan Strong Roots                                 | \$ 58,200                             | \$ 15,000                      | \$ 43,200                          | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005512              | 002 Convenant 5de tranche Regio Deal Sint Eustatius                                  | \$ 5,598,871                          | \$ 2,598,871                   | \$ 2,000,000                       | \$ 1,000,000                       | \$ -                               | \$ -                               | 31-12-2028             |
| 005571              | 002 Pilot kandidaten programma   | \$ 555,000                            | \$ 75,000                      | \$ 280,000                         | \$ 200,000                         | \$ -                               | \$ -                               | Onbekend               |
| 005799              | 002 Regio deal uitvoeringskosten   | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 002132              | 130 Rampenbestrijding  | \$ 796,110                            | \$ 300,000                     | \$ 156,110                         | \$ 140,000                         | \$ 100,000                         | \$ 100,000                         | Onbekend               |
| 003465              | 140 Zorg en veiligheidshuis Caribisch Nederland                                      | \$ 14,158                             | \$ 14,158                      | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2022             |
| 002282              | 210 Underground Project 11th EDF   | \$ 35,773                             | \$ 10,000                      | \$ 10,000                          | \$ 15,773                          | \$ -                               | \$ -                               | 15-04-2020             |
| 002307              | 210 Car Wreck Removal Project  | \$ 12,535                             | \$ 12,535                      | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2019             |
| 002326              | 210 Quick win afval actie \$8550 euro  | \$ 11,519                             | \$ 11,519                      | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2020             |
| 003641              | 210 Wegenonderhoud 2020  | \$ 574,027                            | \$ -                           | \$ 574,027                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 003658              | 210 Showcaseproject infrastructuur   | \$ 499,558                            | \$ -                           | \$ 499,558                         | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 004300              | 210 Project "Road Behind The Mountain"   | \$ 2,570,947                          | \$ 600,000                     | \$ 1,500,000                       | \$ 470,947                         | \$ -                               | \$ -                               | Onbekend               |
| 004661              | 210 Project Oranjebalweg   | \$ 662,660                            | \$ 400,000                     | \$ 262,660                         | \$ -                               | \$ -                               | \$ -                               | 30-11-2024             |
| 005533              | 210 Luchthavenboulevard fase 2 project   | \$ 2,632,480                          | \$ -                           | \$ 300,000                         | \$ 1,000,000                       | \$ 1,000,000                       | \$ 332,480                         | 31-12-2028             |
| 005545              | 211 Opzetten openbaar vervoer  | \$ 166,500                            | \$ 6,500                       | \$ 40,000                          | \$ 40,000                          | \$ 40,000                          | \$ 40,000                          | Onbekend               |
| 004430              | 220 Maintenance budget harbour   | \$ 911,090                            | \$ -                           | \$ 911,090                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 005152              | 220 Search and Rescue Organisatie SAR  | \$ 276,357                            | \$ 100,000                     | \$ 76,357                          | \$ 50,000                          | \$ 50,000                          | \$ -                               | 31-12-2028             |
| 004355              | 230 Maintenance budget luchthaven  | \$ 205,730                            | \$ -                           | \$ 205,730                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 005551              | 230 Training op het FDR vliegveld  | \$ 38,086                             | \$ 18,086                      | \$ 20,000                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 005552              | 230 Replace the Air Treatment Unit   | \$ 422,017                            | \$ 50,000                      | \$ 300,000                         | \$ 72,017                          | \$ -                               | \$ -                               | 31-03-2026             |
| 002265              | 300 Ondersteuning traject economische ontwikkelingen                                 | \$ 22,500                             | \$ -                           | \$ 10,000                          | \$ 10,000                          | \$ 2,500                           | \$ -                               | Onbekend               |
| 003732              | 300 Project inrichting en Activiteitenbeleid   | \$ 15,679                             | \$ 15,679                      | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2021             |
| 004306              | 300 Financiële ondersteuning van het Centraal Dialoog Sint Eustatius                 | \$ 313,235                            | \$ 13,235                      | \$ 50,000                          | \$ 150,000                         | \$ 100,000                         | \$ -                               | 31-12-2024             |
| 005529              | 310 Herijken masterplan toerisme (opstellen onderzoeksplan)                          | \$ 72,784                             | \$ 22,784                      | \$ 40,000                          | \$ 10,000                          | \$ -                               | \$ -                               | Onbekend               |
| 005798              | 310 Regio deal tourism   | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 004317              | 341 Beschikking subsidie Uitvoeringsagenda Natuur en Milieubeleidsplan St. Eustatius | \$ 147,874                            | \$ 47,874                      | \$ 100,000                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 004445              | 341 Opbouw capaciteit (Natuur/Milieubeleidsplan) kenmerk DGNVLG 21314187             | \$ 983,477                            | \$ 83,477                      | \$ 500,000                         | \$ 400,000                         | \$ -                               | \$ -                               | 31-12-2025             |
| 004446              | 341 Ontwikkeling duurzame landbouw (Natuur/Milieubeleidsplan)kenmerk DGNVLG 2        | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 004447              | 341 Herbobossing (Natuur/Milieubeleidsplan) kenmerk DGNVLG 21314187                  | \$ 537,000                            | \$ 137,000                     | \$ 200,000                         | \$ 200,000                         | \$ -                               | \$ -                               | 31-12-2025             |
| 004448              | 341 Voedselveiligheid & Veterinair (Natuur/Milieubeleidsplan) kenmerk DGNVLG 2131    | \$ 187,044                            | \$ 50,000                      | \$ 100,000                         | \$ 37,044                          | \$ -                               | \$ -                               | 31-12-2025             |
| 005167              | 341 NEPP Communication & Awareness   | \$ 153,609                            | \$ 53,609                      | \$ 100,000                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 005513              | 341 Bijzondere uitkering voor het afvalwater 2024                                    | \$ 2,463,530                          | \$ 400,000                     | \$ 1,200,000                       | \$ 863,530                         | \$ -                               | \$ -                               | 31-01-2026             |
| 005535              | 341 EU budget support programme for sustainable agriculture Sint Eustatius           | \$ 983,647                            | \$ 183,647                     | \$ 400,000                         | \$ 400,000                         | \$ -                               | \$ -                               | 31-12-2026             |
| 005543              | 341 Natuur en milieubeleidsplan Caribisch Nederland 2020-2030                        | \$ 0                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005546              | 341 Positive future for people and nature  | \$ 540,312                            | \$ 40,312                      | \$ 150,000                         | \$ 150,000                         | \$ 100,000                         | \$ 100,000                         | Onbekend               |
| 005575              | 341 Acceleraed roaming animals removal plan  | \$ 50,997                             | \$ 20,000                      | \$ 30,997                          | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005759              | 341 Bestlife 2023 agroforestry pilot project   | \$ (56,386)                           | \$ (56,386)                    | \$ -                               | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 003198              | 480 Convenant onderwijshuisvesting   | \$ (1,634,009)                        | \$ (1,634,009)                 | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2022             |
| 005065              | 480 Openbaar lichaam St. Eustatius 'nascholske activiteiten aanbod'                  | \$ 79,752                             | \$ 39,752                      | \$ 40,000                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 005155              | 480 Onderwijshuisvestingsmiddelen op de Graaf School - Voorstel renteloze lening     | \$ 411,682                            | \$ 61,682                      | \$ 300,000                         | \$ 50,000                          | \$ -                               | \$ -                               | Onbekend               |
| 005499              | 480 Subsidie Gertrude Judson Bicentennial Public Library                             | \$ 157,480                            | \$ 57,480                      | \$ 50,000                          | \$ 50,000                          | \$ -                               | \$ -                               | 31-12-2025             |
| 005514              | 480 Verlening bijzondere uitkering Brugfunctionaris 2024                             | \$ 96,680                             | \$ 36,680                      | \$ 60,000                          | \$ -                               | \$ -                               | \$ -                               | 30-12-2025             |
| 005539              | 480 Cafy program   | \$ 8,052                              | \$ 8,052                       | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 003507              | 530 Caribisch sport- en preventieakkoord   | \$ 0                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2020             |
| 004681              | 530 Wegwerken achterstanden sportaccommodaties 2022                                  | \$ 440,332                            | \$ 140,332                     | \$ 300,000                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 005118              | 530 Renovatie Golden Rock Speeltuim  | \$ 137,461                            | \$ -                           | \$ 137,461                         | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005670              | 530 Renovatie basketbalcourt community centre  | \$ 18,777                             | \$ 18,777                      | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 002325              | 560 Maritieme Infrastructuur (bescherming kustlijn van het haveterrein)              | \$ 700,407                            | \$ -                           | \$ 700,407                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 003285              | 560 Wederopbouw Haven St. Eustatius  | \$ 12,263,509                         | \$ 63,509                      | \$ 2,000,000                       | \$ 5,000,000                       | \$ 5,000,000                       | \$ 200,000                         | 31-12-2028             |
| 003286              | 560 Aanpak erosie St. Eustatius  | \$ 13,728,656                         | \$ 228,656                     | \$ 5,000,000                       | \$ 5,000,000                       | \$ 2,000,000                       | \$ 1,500,000                       | 31-12-2027             |
| 002271              | 560 Strenghtening nature management  | \$ 286,929                            | \$ 286,929                     | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 01-01-2019             |
| 004682              | 560 Ruimen van rotsblokken v/d klfal aan de zijde STUCO (Afsprakenakkoord 2022-2023  | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 004497              | 560 Wederopbouwmiddelen, aanbrengen goot en spuitbeton                               | \$ 113,307                            | \$ 63,307                      | \$ 50,000                          | \$ -                               | \$ -                               | \$ -                               | 30-06-2025             |
| 004498              | 560 Wederopbouwmiddelen, menswerend hekwerk ter vervanging tijdelijke afrasterin     | \$ 4,176                              | \$ -                           | \$ 4,176                           | \$ -                               | \$ -                               | \$ -                               | 30-06-2025             |
| 004499              | 560 Wederopbouwmiddelen, cascade   | \$ 1,364,640                          | \$ 364,640                     | \$ 500,000                         | \$ 500,000                         | \$ -                               | \$ -                               | 30-06-2025             |
| 004500              | 560 Wederopbouwmiddelen, stabiliseren van het slavepad                               | \$ 111,107                            | \$ 11,107                      | \$ 100,000                         | \$ -                               | \$ -                               | \$ -                               | 30-06-2025             |
| 004501              | 560 Wederopbouwmiddelen, onderhoud en herstel Glaesgut reservoir                     | \$ 631,978                            | \$ 131,978                     | \$ 400,000                         | \$ 100,000                         | \$ -                               | \$ -                               | 30-06-2025             |
| 004502              | 560 Wederopbouwmiddelen, stabiliseren klifwand bij Hells Hole                        | \$ 311,100                            | \$ 11,100                      | \$ 150,000                         | \$ 150,000                         | \$ -                               | \$ -                               | 30-06-2025             |
| 004503              | 560 Wederopbouwmiddelen, maatregelen tbv brand veiligheid                            | \$ 208,882                            | \$ 8,882                       | \$ 100,000                         | \$ 100,000                         | \$ -                               | \$ -                               | 30-06-2025             |
| 004727              | 560 Koraalherstel (Natuur en Milieubeleidsplan)                                      | \$ 1,120,500                          | \$ 120,500                     | \$ 500,000                         | \$ 500,000                         | \$ -                               | \$ -                               | 31-12-2024             |
| 004728              | 560 Controle invasieve soorten herbobossing (Natuur en Milieubeleidsplan)            | \$ 241,250                            | \$ 41,250                      | \$ 200,000                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 004831              | 560 Middelen transitie Caribbean Netherlands Science Institute (CNSI)                | \$ 38,467                             | \$ 38,467                      | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 004953              | 560 Bijdrage noodmaatregelen klf 2023  | \$ 638,440                            | \$ 638,440                     | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 30-06-2025             |
| 004721              | 560 Project RES-32-REG RESEMBID (STENAPA)  | \$ (0)                                | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005320              | 560 Contract awarding of blue circle project, work package 1                         | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2027             |
| 005484              | 560 Planetarium  | \$ -                                  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005534              | 560 Financieringopties voor schikking in conflictzaken met Ecostatia                 | \$ (17,646)                           | \$ (17,646)                    | \$ -                               | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 005536              | 560 Climate plan Sint Eustatius  | \$ 82,628                             | \$ 22,628                      | \$ 60,000                          | \$ -                               | \$ -                               | \$ -                               | 01-06-2026             |
| 005796              | 560 Regio deal botanical garden  | \$ (14,284)                           | \$ (14,284)                    | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 004997              | 580 Cultuurcoaches Sint Eustatius 2023-2025  | \$ 249,048                            | \$ 99,048                      | \$ 150,000                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 005275              | 580 Projectkosten voorbereiding viering Statia Day 2026                              | \$ 479,741                            | \$ 400,000                     | \$ 79,741                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2027             |



| General Information                    |                     | Balance   | Budget                         | Budget                             | Budget                             | Budget                             | Budget                             | End date               |
|--|---------------------|---|--------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------|
| Project code                           | Description project | Ending balance up to 2nd quarter 2025   | Planned expenses 2nd half 2025 | Planned expenses for the year 2026 | Planned expenses for the year 2027 | Planned expenses for the year 2028 | Planned expenses for the year 2029 | Decree expiration date |
| 005630                                 | 580                 | Herdenkingsjaar slavennijverleden   | \$ 10,000                      | \$ 5,000                           | \$ 5,000                           | \$ -                               | \$ -                               | 31-12-2024             |
| 005794                                 | 580                 | Regio deal memorial site batteries amsterdam rotterdam                              | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 005795                                 | 580                 | Regio deal madame theatre   | \$ (21,400)                    | \$ (21,400)                        | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 005874                                 | 580                 | Cofinanciering projectfase 2 Statia 2026  | \$ (55,441)                    | \$ (55,441)                        | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 004267                                 | 611                 | Diverse job programs, Arbeidsbemiddelingsprojecten                                  | \$ (2,066)                     | \$ (2,066)                         | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 004268                                 | 611                 | Iedereen doet mee, Arbeidsbemiddelingsprojecten                                     | \$ 74,253                      | \$ 50,000                          | \$ 24,253                          | \$ -                               | \$ -                               | 31-12-2024             |
| 004269                                 | 611                 | Opleiding job coaches BES, Arbeidsbemiddelingsprojecten                             | \$ 52,679                      | \$ 40,000                          | \$ 12,679                          | \$ -                               | \$ -                               | 31-12-2024             |
| 003702                                 | 611                 | Het programma "Samen aan het werk"  | \$ (799)                       | \$ (799)                           | \$ -                               | \$ -                               | \$ -                               | 31-12-2021             |
| 004316                                 | 620                 | Verhuurdersubsidie particulier  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2022             |
| 004671                                 | 620                 | Eenmalige tegemoetkoming energielasten Sint Eustatius                               | \$ 2,021,254                   | \$ 221,254                         | \$ 600,000                         | \$ 600,000                         | \$ 600,000                         | 01-07-2023             |
| 004683                                 | 620                 | Sociale huisvesting/sociale woningbouw (Afsprakenakkoord 2022-2023)                 | \$ 747,818                     | \$ 247,818                         | \$ 500,000                         | \$ -                               | \$ -                               | 31-12-2023             |
| 004713                                 | 620                 | Tijdelijke impuls schoolmaaltijden  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 004751                                 | 620                 | Verhuurdersubsidie  | \$ (64)                        | \$ (64)                            | \$ -                               | \$ -                               | \$ -                               | 31-12-2023             |
| 004761                                 | 620                 | Aanpak energiearmoede   | \$ 325,479                     | \$ -                               | \$ 275,479                         | \$ 50,000                          | \$ -                               | 31-12-2025             |
| 004762                                 | 620                 | Arbeidsbemiddeling, sociale werkplaats, schuldhulpverlening en ondersteuning CD     | \$ (18,335)                    | \$ (18,335)                        | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 004959                                 | 620                 | Bijdrage huurcommissie Sint Eustatius 2023  | \$ 37,030                      | \$ 20,000                          | \$ 17,030                          | \$ -                               | \$ -                               | 31-12-2025             |
| 005057                                 | 620                 | Bijzondere uitkering pilot Maatschappelijke Diensttijd 2023-2026                    | \$ 326,226                     | \$ 126,226                         | \$ 150,000                         | \$ 50,000                          | \$ -                               | 31-07-2026             |
| 005144                                 | 620                 | Aanvraag Ondersteuning Sr. Projectmanager Maatschappelijk Vastgoed                  | \$ 162,451                     | \$ 42,451                          | \$ 100,000                         | \$ 20,000                          | \$ -                               | Onbekend               |
| 005207                                 | 620                 | Initiatieven werken met beperking (voortzetting en uitbreiding loonkostensubsidie t | \$ 67,842                      | \$ 67,842                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 005228                                 | 620                 | Programma voor adolescenten met een beperking zonder startkwalificatie vroegtij     | \$ 131,421                     | \$ 31,421                          | \$ 100,000                         | \$ -                               | \$ -                               | 31-12-2024             |
| 005229                                 | 620                 | Beroepsgerichte opleidingen tot tgelzetter en schoenmaker en het carwashproject     | \$ 86,091                      | \$ 70,000                          | \$ 16,091                          | \$ -                               | \$ -                               | 31-12-2024             |
| 005230                                 | 620                 | Bevorderen deskundigheid van het team Arbeidszaken                                  | \$ 15,996                      | \$ 15,996                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 005305                                 | 620                 | Aanvullende middelen armoedebestrijding 2023  | \$ 235,071                     | \$ 35,071                          | \$ 80,000                          | \$ 80,000                          | \$ 40,000                          | Onbekend               |
| 005352                                 | 620                 | Bijzondere uitkering schoolmaaltijden St. Eustatius 2024                            | \$ (66,750)                    | \$ (66,750)                        | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 005449                                 | 620                 | Bijdrage Volkshuisvestingsfonds 2024 Sint Eustatius                                 | \$ 1,693,680                   | \$ 693,680                         | \$ 800,000                         | \$ 200,000                         | \$ -                               | 31-12-2028             |
| 005625                                 | 620                 | Schoolmaaltijden St Eustatius 2025 en 2026  | \$ 212,000                     | \$ 82,000                          | \$ 130,000                         | \$ -                               | \$ -                               | 31-12-2026             |
| 005682                                 | 620                 | Preventie en leefstijl (Schoolmaaltijd VWS 2025)                                    | \$ 65,000                      | \$ 65,000                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2025             |
| 005685                                 | 620                 | Maatschappelijke ondersteuning 2025   | \$ 242,000                     | \$ 22,000                          | \$ 170,000                         | \$ 50,000                          | \$ -                               | 31-12-2025             |
| 002266                                 | 630                 | We can young  | \$ 49,782                      | \$ 49,782                          | \$ -                               | \$ -                               | \$ -                               | 30-05-2017             |
| 002264                                 | 630                 | Sociale kanstrajecten   | \$ 2,391                       | \$ 2,391                           | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 002269                                 | 630                 | Statia Doet / Oranje Fonds  | \$ 20,636                      | \$ 5,000                           | \$ 15,636                          | \$ -                               | \$ -                               | Onbekend               |
| 002574                                 | 630                 | BES(4)kids (Algemeen)   | \$ 292,641                     | \$ -                               | \$ 292,641                         | \$ -                               | \$ -                               | 31-12-2021             |
| 003797                                 | 630                 | Huisvesting BES(t) 4 Kids   | \$ 252,378                     | \$ 100,000                         | \$ 100,000                         | \$ 52,378                          | \$ -                               | Onbekend               |
| 004018                                 | 630                 | Beschikking middelen BES(t)4kids 2021   | \$ 1,401,079                   | \$ -                               | \$ 1,401,079                       | \$ -                               | \$ -                               | 31-12-2022             |
| 004319                                 | 630                 | BES(t)4Kids 2022  | \$ 480,526                     | \$ -                               | \$ 480,526                         | \$ -                               | \$ -                               | 31-12-2023             |
| 004323                                 | 630                 | Bijzondere uitkering ministerie van VWS aan OLE 2022                                | \$ 13,771                      | \$ 13,771                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 004729                                 | 630                 | Voorzieningen in het Sociale Domein 2023  | \$ 30,892                      | \$ 30,892                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 004759                                 | 630                 | BES(t)4Kids 2023  | \$ 184,563                     | \$ 150,000                         | \$ 34,563                          | \$ -                               | \$ -                               | 31-12-2024             |
| 005153                                 | 630                 | BES(t) 4 kids Ondersteuningsstructuur St. Eustatius                                 | \$ 494,980                     | \$ 44,980                          | \$ 150,000                         | \$ 150,000                         | \$ 150,000                         | 31-12-2028             |
| 005156                                 | 630                 | VWS 2024 Sociaal Domein 2024 (Kenmerk 3704465-1055126-ZJCN)                         | \$ (77,120)                    | \$ (77,120)                        | \$ -                               | \$ -                               | \$ -                               | 31-12-2024             |
| 005166                                 | 630                 | Reparatie tijdelijke huisvesting kinderopvang GTI                                   | \$ 249,600                     | \$ 100,000                         | \$ 149,600                         | \$ -                               | \$ -                               | Onbekend               |
| 005190                                 | 630                 | BES(t)4Kids 2024 St. Eustatius  | \$ 736,492                     | \$ 136,492                         | \$ 300,000                         | \$ 300,000                         | \$ -                               | 31-12-2026             |
| 005239                                 | 630                 | Nieuwbouw Sociale Woningbouw GTI- Condo-terrein                                     | \$ 134,434                     | \$ 100,000                         | \$ 34,434                          | \$ -                               | \$ -                               | Onbekend               |
| 005453                                 | 630                 | Bijzondere uitkeringen Naschools activiteitenaanbod 2024                            | \$ 449,980                     | \$ 49,980                          | \$ 150,000                         | \$ 150,000                         | \$ 100,000                         | 31-12-2024             |
| 005584                                 | 630                 | Bijzondere uitkering Sociaal Domein VWS 2025  | \$ 315,628                     | \$ 215,628                         | \$ 100,000                         | \$ -                               | \$ -                               | 31-12-2025             |
| 005600                                 | 630                 | Voortzetten van loonkostensubsidie traject iedereen doet mee 2025                   | \$ 142,233                     | \$ 42,233                          | \$ 100,000                         | \$ -                               | \$ -                               | 31-12-2026             |
| 005618                                 | 630                 | Aanbieden en voortzetten bestaande job programs                                     | \$ 378,300                     | \$ 100,000                         | \$ 200,000                         | \$ 78,300                          | \$ -                               | 31-12-2026             |
| 005619                                 | 630                 | Opbouw sociale werkplaats en projectleider  | \$ 128,000                     | \$ 28,000                          | \$ 100,000                         | \$ -                               | \$ -                               | 31-12-2026             |
| 005620                                 | 630                 | Verdere professionalisering van het team Arbeidszaken                               | \$ 22,367                      | \$ 10,000                          | \$ 12,367                          | \$ -                               | \$ -                               | 31-12-2026             |
| 005683                                 | 630                 | Activiteitenaanbod (School en Omgeving)   | \$ 133,983                     | \$ 50,000                          | \$ 83,983                          | \$ -                               | \$ -                               | 31-12-2025             |
| 005684                                 | 630                 | Huiselijk geweld en kindermishandeling  | \$ 165,384                     | \$ 80,000                          | \$ 85,384                          | \$ -                               | \$ -                               | 31-12-2025             |
| 003154                                 | 721                 | Bijzondere uitkering plastic producten voor eenmalig gebruik                        | \$ 12,351                      | \$ 12,351                          | \$ -                               | \$ -                               | \$ -                               | 31-12-2021             |
| 003164                                 | 721                 | Afvalverbrandingsinstallatie  | \$ 926,437                     | \$ 800,000                         | \$ 126,437                         | \$ -                               | \$ -                               | 31-12-2021             |
| 005667                                 | 721                 | Statia Reclaimed! Community waste management commitment                             | \$ (1,600)                     | \$ (1,600)                         | \$ -                               | \$ -                               | \$ -                               | Onbekend               |
| 000003                                 | 725                 | Publieke gezondheidszorg  | \$ 1,200,771                   | \$ 200,771                         | \$ 400,000                         | \$ 400,000                         | \$ 200,000                         | Onbekend               |
| 003274                                 | 725                 | Geneeskundige hulpverlen rampen crises  | \$ 66,141                      | \$ -                               | \$ 66,141                          | \$ -                               | \$ -                               | 01-01-2024             |
| 004725                                 | 725                 | Publieke gezondheid en Sociaal Domein (Covid werkzaamheden)                         | \$ 93,110                      | \$ -                               | \$ 93,110                          | \$ -                               | \$ -                               | 31-12-2023             |
| 005797                                 | 725                 | Regio deal health center  | \$ -                           | \$ -                               | \$ -                               | \$ -                               | \$ -                               | 31-12-2028             |
| 005021                                 | 820                 | Toekenning bijdrage Flexpool 2023-2024  | \$ 216,240                     | \$ 56,240                          | \$ 150,000                         | \$ 10,000                          | \$ -                               | 31-12-2026             |
| <b>Eind saldo beschikbare middelen</b> |                     | \$ 71,299,399   | \$ 10,250,925                  | \$ 30,103,507                      | \$ 19,189,989                      | \$ 9,482,500                       | \$ 2,272,480                       |                        |



## Special Allowance – forecasted receipts

| General Information                     |                     |  | Balance                               | Budget                          | Budget                              | Budget                              | Budget                              | Budget                              | End date               |
|---|---------------------|--|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------|
| Project code                            | Description project |  | Ending balance up to 2nd quarter 2025 | Expected receipts 2nd half 2025 | Expected receipts for the year 2026 | Expected receipts for the year 2027 | Expected receipts for the year 2028 | Expected receipts for the year 2029 | Decree expiration date |
| 005512                                  | 002                 | Convenant Sde tranche Regio Deal Sint Eustatius                        | \$ 5,598,871                          | \$ 5,000,000                    | \$ -                                | \$ -                                | \$ -                                | \$ -                                | 31-12-2028             |
| 002132                                  | 130                 | Rampenbestrijding  | \$ 796,110                            | \$ -                            | \$ 110,000                          | \$ 110,000                          | \$ 110,000                          | \$ 110,000                          | Onbekend               |
| 005535                                  | 341                 | EU budget support programme for sustainable agriculture Sint Eustatius | \$ 983,647                            | \$ -                            | \$ 1,000,000                        | \$ 1,000,000                        | \$ -                                | \$ -                                | 31-12-2026             |
| 005625                                  | 620                 | Schoolmaaltijden St Eustatius 2025 en 2026                             | \$ 212,000                            | \$ -                            | \$ 106,000                          | \$ 150,000                          | \$ 150,000                          | \$ 150,000                          | 31-12-2026             |
| 005682                                  | 620                 | Preventie en leefstijl (Schoolmaaltijd VWS 2025)                       | \$ 65,000                             | \$ -                            | \$ 2,300,000                        | \$ 2,300,000                        | \$ 2,300,000                        | \$ 2,300,000                        | 31-12-2025             |
| 000000                                  | 000                 | Estimated unspecified receipt for special allowance                    | \$ -                                  | \$ -                            | \$ 11,484,000                       | \$ 11,440,000                       | \$ 12,440,000                       | \$ 12,440,000                       | Onbekend               |
| <b>Total expected receipts per year</b> |                     |  |                                       | \$ 5,000,000                    | \$ 15,000,000                       | \$ 15,000,000                       | \$ 15,000,000                       | \$ 15,000,000                       |                        |

