MANAGEMENT DISCUSSION AND ANALYSIS OF OPERATIONS, FINANCIAL SITUATION AND RESULTS FOR YEAR ENDED DECEMBER 31, 2014

Introduction

Looking back, 2014 was a year in transition. While the year started with a critical cash situation, we succeeded in recruiting a new strategic member and in winning three collaborative projects thereby brightening the prospects for 2015.

Membership

- Because of the uncertain conditions at the start of the year, the number of paying members in 2014 dropped to 24 compared to the previous year's 39. This is the lowest number of paying members since the inception of the consortium: 39 in 2013, 37 in 2012, 35 in 2011, 36 in 2010, 39 in 2009, 38 in 2008 and 34 in 2007 (Fig. 1 and 2).
- During the year we recruited one new Strategic Member and one new Large Organization which enhanced the credibility of our association and two SMEs. The number of new individual members in 2014 remains the same as in 2013 with France still the main source of individual members (Fig. 3).

Activities

- New projects. Five new projects were accepted by the Technology Council in 2014 compared to only one in 2013, 11 in 2012 and 2011, six in 2010, 19 in 2009, 12 in 2008 and eight in 2007 (Fig. 4). We are in the process of assessing our code base with the objective to make it more attractive to users and new projects alike.
- Collaborative projects: In 2014 we took part in five collaborative project proposals (one in France and four at the European level) and succeeded in winning three of them (respectively one and two). We successfully concluded the OCEAN project. Throughout 2015 OW2 will be engaged in finishing three projects (XLcloud, OpenCloudware and RISCOSS) and launching three new projects (OCCIware, AppHub and CHOReVOLUTION).
- Initiatives. The Open Source Cloudware initiative (OSCi) was represented in cloud-oriented collaborative projects including OCEAN, OpenCloudware and XLcloud and in our Open Cloud Forum by OW2 series. The Future Internet Software and Services initiative (FISSi) was completed by two new projects and is now represented in the CHOReVOLUTION project. We also worked on supporting the Big Data initiative and started working on PRISi, our new Privacy and Security initiative.

Communication

- We now maintain eight websites: ow2.org, opencloudware.org, xlcloud.org, chorevolution.eu, ocean-project.eu, riscoss.eu, apphub.eu.com and occiware.org. Our monthly newsletter is distributed to 3130 addresses (a significant jump of +18% on the previous year), 19% of recipients open it and 11% click on at least one link. We also maintain a presence on LinkedIn, Twitter, SlideShare and YouTube where the OW2 channel publishes videos of our project presentations and events including all presentations given at OW2con'14.
- In 2014, OW2 was involved in 17 events worldwide. The main third-party events at which OW2 showcased its projects and community included: OSCON in North America, Cloud Expo Europe, Solutions Linux, Cloud Computing World Exp, OpenStack Summit and Open World Forum in Europe, and the China National Computer Congress. Our "Open Cloud Forum by OW2" concept is an effective vehicle for creating visibility in the conference program of leading industry events.
- We successfully organized OW2con'14, our sixth OW2 Annual Conference, with live streaming and video capture of all presentations. A special feature this year, OW2con'14 was co-located with the OpenStack Summit, granting our community international visibility.

Organization:

- Technical Infrastructure: In 2014 we renegotiated our hosting contract, finalized our infrastructure migration plan and started work on the upgrade of our key applications. Migrations and upgrades are being fully implemented in the first half of 2015.
- Management Office (MO): In 2014 the team's activity was impacted by the efforts that had to be dedicated to collaborative projects and the sudden departure of our CTO. We managed to achieve a comparable event program and our technical infrastructure suffered no lack of administration.
- Technology Council (TC): In 2014, the TC activity was disrupted by the absence of our CTO. We
 nevertheless managed to hold a comparable number of meetings; we obtained a consensus on
 the migration of our infrastructure and conducted the analysis of our code base in preparation for
 it re-organization.

Conclusion and outlook

In 2014 our activity was adversely impacted by the uncertainty with which we started the year and the unannounced departure of our CTO. We managed to keep our infrastructure running while planning for its improvement and prepared the enhancement of our code base. We maintained our event program and achieved unprecedented visibility at international events such as the OpenStack Summit, Cloud Expo Europe and Open World Forum. In 2015 we are putting OW2 firmly back on track thanks to three new collaborative projects, completing the migration of our infrastructure and recruiting a new CTO. Despite the uncertainties, we are confident that OW2 has made significant progress toward being recognized as the reference European open source organization.

OW2 - Membership Evolution

Legal Entity Members 45 39 40 36 35 members 30 24 25 ₽ 20 Number 15 10 5 0 2008 2009 2010 2011 2012 2013 2014 2007

Membership Evolution

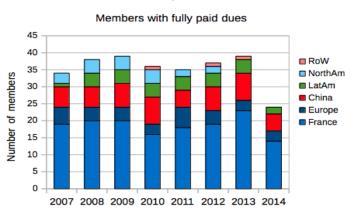


Fig. 1: Total Membership Evolution

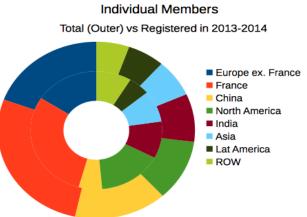


Fig. 2: Legal Entity Members by Geography

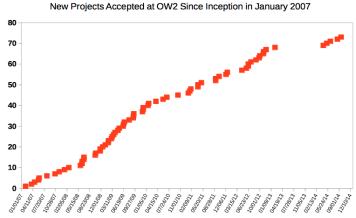


Fig. 3: OW2 Geographical Footprint

Fig. 4: New Projects

FINANCIAL REPORT

The following tables set forth, in a US GAAP-like presentation, selected financial data since the inception of OW2. The data should be read in conjunction with the *Comptes Annuels de l'Exercice Clos le* 31/12/2014, established in compliance with French law by our bookkeeping firm.

Despite a decrease in revenue for the year ended December 31, 2014, OW2 shows a positive result finishing the year with enough cash to pursue its operations according to plan until membership payments for 2015 start arriving.

Revenue: For the year ended December 31, 2014, total revenue decreased by 8% to €520,227 compared to a decrease of 23% to €568,046 for the year ended December 31, 2013. Membership fees increased 23% reflecting one new Strategic Member, while subsidies from collaborative project decreased by 19%..

Expenses: Total expenses for the year ended December 31, 2014, decreased by 10% to €477,292 compared to an similar decrease of 10% to €530,685 for the year ended December 31, 2013. This decrease reflects our careful management of available cash in a year characterized by uncertainties.

Net result: We managed to improve our net result to 8.3% of total revenue for the year ended December 31, 2014 compared to 6.6% of total revenue for the year ended December 31, 2013.

Cash and cash equivalent: Cash and cash equivalent on December 31, 2014 totaled €209,813, compared to €266,268 on December 31, 2013.

2015 OUTLOOK

OW2 is back on track thanks to three new collaborative projects, and a new strategic member. Our visibility grew significantly in 2014 and we continue our efforts in this direction. From a quantitative perspective, our budget is under control but of course this depends on full payment of fees by our members. We are confident that we will recruit new members in 2015 and will be invited to take part in new collaborative project proposals. In terms of community management, our priorities in 2015 are to finalize the migration of our technical infrastructure, the enhancement of our code base and to leverage efficiently our quality program for the benefit of our projects and of our members. We will intensify our efforts to develop a high-quality code base of open source infrastructure software driven by a strong governance.

OW2 CONSORTIUM BALANCE SHEET 2007-2014

RESULT

(in euros)	2014	2013	2012	2011	2010	2009	2008	2007	%14		%13	%12	%11	94	10	% 09	% 08	1	% 07
ASSETS	2014	2013	2012	2011	2010	2003	2000	2001	7014		7013	7012	7011	70	10	70 US	70 00		70 UI
Current Assets																			
Account receivable	335,593	514,231	742,117	42,887	27,087	59,929	59,021	6,000	61.3		65.68%	65.47%			9.24%	48.65%		.92%	4.20
Accrued income						362	1,172	402	0.0	0%	0.00%	0.00%	0.0	00%	0.00%	0.29%	0.	.73%	0.07
VAT collectable	209,813	266,268	388,984	181,577	263,518	61,988	98,663	103 135,384	20.2	00/	34.01%	24 200	90.1	170/	89.93%	50.32%	64	740/	0.07 94.83
Cash and cash equivalent Prepaid expenses	205,013	200,200	300,304	101,577	1,167	550	202	133,304	38.3 0.0		0.00%	34.32% 0.00%		00%	0.40%	0.45%		.71% .13%	94.00
Total current Assets	545,406	780,499	1,131,101	•		122,829	159,058	141,487	99.7		99.70%	99.78%			99,58%	99.72%		.49%	99,11
Tangible Assets	0.10,100		.,,		20.,2	LLJOLO	,	,											
Office Equipment (net value)	1,330	2,385	2,446	2,028	1,240	351	812	1,273	0.2	4%	0.30%	0.22%	0.9	90%	0.42%	0.28%	0.	.51%	0.89
Total tangible Assets	1,330	2,385	2,446	2,028	1,240	351	812	1,273	0.2	4%	0.30%	0.22%	0.9	90%	0.42%	0.28%	0.	.51%	0.89
Total Assets	546,736	782,884	1,133,547	226,493	293,012	123,180	159,870	142,760	100.0)% 1	100.00%	100.00%	100.0	0% 10	0.00%	100.00%	100.	00%	100.00
	2014	2013	2012	2011	2010	2009	2008	2007	%14		%13	%12	%11	%	10	% 09	% 08	3	% 07
LIABILITIES																			
Current Liabilities																			
Accounts payable	11,083	12,041	47,564	23,220	13,014	4,938	17,718	2,480	2.0	3%	1.54%	4.20%	10.2	25%	4.44%	3.82%	11.	.08%	1.74
Other debts and equivalents	2,544	11,544	294		102,992	294	,	2,.00								0.02			
Taxes and Benefits (social charges)	38,282	39,060	50,446	28,619	35,709	29,266	33,148	36,514	7.0	0%	4.99%	4.45%	12.6	34%	12.19%	22.66%	20.	.73%	25.58
Deferred income	115,330	383,697	736,059)					21.0	9%	49.01%	64.93%							
Total current Liabilities	167,238	446,342	834,364	72,677	151,714	34,498	50,866	38,995	30.5	9%	57.01%	73.61%	32.0	9%	51.78%	26.71%	31.	.82%	27.32
Equity																			
Retained earning	336,563	299,183	153,816	141,298	94,682	109,004	103,765		61.5	6%	38.22%	13.57%	62.3	39%	32.31%	84.38%	64.	.91%	
Result for the current year	42,935	37,360	145,366	12,518	46,616	-14,322	5,239	103,765	7.8	5%	4.77%	12.82%	5.5	3%	15.91%	-11.09%	3.	.28%	72.68
Total Equity	379,498	336,543	299,182		141,298	94,682	109,004	103,765	69.4	1%	42.99%	26.39%	67.9	1%	48.22%	73.29%	68.	.18%	72.68
Total Liabilities	546,736	782,885	1,133,547	226,493	293,012	129,180	159,870	142,760	100.0)% 1	100.00%	100.00%	100.0	0% 10	0.00%	100.00%	100.	00%	100.00
	PERATIONS	2009-2014																	
(in euros)		2009-2014 2014	2013	2012	2011	201	10	2009	14/13	13/12	12/11	11/10	10/09	%14	%13	%12	%11	%10	%09
(in euros) REVENUE		2014 I50 € 19	2013 91,700 €	308,566 €	2011 247,600 €	201 257,980		2009 600 €	23%	-38%	25%	-4%	10/09 -17%	45%	34%	42%	64%	72%	98
OW2 CONSORTIUM STATEMENT OF OR (in euros) REVENUE Membership subscriptions (Call for dues) Subsidies	236,4 268,3	2014 150 € 19 367 € 33	2013 91,700 € 32,042 €	308,566 € 350,176 €	247,600 € 114,354 €	257,980 20,533	€ 310, €	600 €	23% -19%	-38% -5%	25% 206%	-4% 457%	-17%	45% 52%	34% 58%	42% 47%	64% 30%	72% 6%	98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc.	236,4 268,3 12,4	2014 150 € 19 167 € 33 130 € 3	2013 91,700 € 32,042 € 29,520 €	308,566 € 350,176 € 19,250 €	247,600 € 114,354 € 20,000 €	257,980 20,533 6,000	€ 310, € 5,	600 € € 000 €	23% -19% -58%	-38% -5% 53%	25%	-4%	-17%	45% 52% 2%	34% 58% 5%	42% 47% 3%	64% 30% 5%	72% 6% 2%	98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision	236,4 268,3 12,4	2014 150 € 19 367 € 33 130 € 2	2013 91,700 € 32,042 € 29,520 € 12,300 €	308,566 € 350,176 € 19,250 € 57,400 €	247,600 € 114,354 € 20,000 €	257,980 20,533 6,000	€ 310, € 5,	600 € € 000 €	23% -19% -58% -88%	-38% -5% 53% -79%	25% 206% -4%	-4% 457% 233%	-17%	45% 52% 2% %	34% 58% 5% 2%	42% 47% 3% 8%	64% 30% 5%	72% 6% 2% %	98 2
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest	236,4 268,3 12,4	2014 150 € 19 167 € 33 130 € 2 173 €	2013 91,700 € 32,042 € 29,520 € 12,300 € 1,994 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 €	247,600 € 114,354 € 20,000 € € 525 €	257,980 20,533 6,000	€ 310, € € 5, €	600 € € 000 € €	23% -19% -58% -88% -26%	-38% -5% 53% -79% -21%	25% 206% -4% - 380%	-4% 457% 233% - 20%	-17% - 20% -	45% 52% 2% %	34% 58% 5% 2%	42% 47% 3% 8%	64% 30% 5% %	72% 6% 2% %	98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision	236,4 268,3 12,4	2014 150 € 19 367 € 33 130 € 2	2013 91,700 € 32,042 € 29,520 € 12,300 €	308,566 € 350,176 € 19,250 € 57,400 €	247,600 € 114,354 € 20,000 €	257,980 20,533 6,000 439 14	€ 310, € 5, € €	600 € € 000 €	23% -19% -58% -88% -26%	-38% -5% 53% -79%	25% 206% -4%	-4% 457% 233%	-17%	45% 52% 2% %	34% 58% 5% 2% %	42% 47% 3% 8% %	64% 30% 5%	72% 6% 2% %	98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous	236,4 268,3 12,4	2014 150 € 19 167 € 33 130 € 2 173 €	2013 91,700 € 32,042 € 29,520 € 12,300 € 1,994 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 €	257,980 20,533 6,000 439 14	€ 310, € € 5, € € €	600 €	23% -19% -58% -88% -26% -99%	-38% -5% 53% -79% -21% 16267%	25% 206% -4% - 380% -100%	-4% 457% 233% - 20% 11753%	-17% - 20% - - - -3%	45% 52% 2% % %	34% 58% 5% 2% %	42% 47% 3% 8% %	64% 30% 5% % %	72% 6% 2% %	%09 98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange	236, 268, 12, 1, 1,4	2014 150 € 19 167 € 33 130 € 2 173 € 7 €	2013 91,700 € 32,042 € 29,520 € 12,300 € 1,994 € 491 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 €	257,980 20,533 6,000 439 14	€ 310, € € 5, € € €	600 €	23% -19% -58% -88% -26% -99%	-38% -5% 53% -79% -21% 16267%	25% 206% -4% - 380% -100%	-4% 457% 233% - 20% 11753%	-17% - 20% - - -3% -100%	45% 52% 2% % % %	34% 58% 5% 2% %	42% 47% 3% 8% %	64% 30% 5% % % %	72% 6% 2% % % %	98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result	236,4 268,5 12,4 1,5 1,4	2014 150 € 19 167 € 33 130 € 2 173 € 7 €	2013 91,700 € 32,042 € 29,520 € 12,300 € 1,994 € 491 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 €	257,980 20,533 6,000 439 14 73,181	€ 310, € € 5, € € € € € 315,9	600 €	23% -19% -58% -88% -26% -99%	-38% -5% 53% -79% -21% 16267% -100%	25% 206% -4% - 380% -100% 212%	-4% 457% 233% - 20% 11753% - -100%	-17% - 20% - - -3% -100%	45% 52% 2% % % %	34% 58% 5% 2% %	42% 47% 3% 8% % %	64% 30% 5% % % %	72% 6% 2% % % %	98
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result	236,4 268,3 12,4 1,5 1,4	2014 150 € 19 167 € 33 130 € 200 173 € 7 € 27 € 568 2014	2013 201,700 € 32,042 € 29,520 € 12,300 € 1,994 € 491 € 3,046 € 7	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 €	247,600 € 114,354 € 20,000 € 525 € 1,612 € 17 €	257,980 20,533 6,000 439 14 73,181 358,147	€ 310, € € 5, € € € € € €	600 € € 000 € € € 14 € 371 € €	23% -19% -58% -88% -26% -99% - - - - -8%	-38% -5% 53% -79% -21% 16267% -100% -	25% 206% -4% - 380% -100% 212% - 92%	-4% 457% 233% - 20% 11753% - -100% 7%	-17% - 20%3% -100% - 13%	45% 52% 2% % % % 100.0%	34% 58% 5% 2% % % 100.0%	42% 47% 3% 8% % % 100.0%	64% 30% 5% % % %	72% 6% 2% % % 20% 100.0%	98 2
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting	236, 268, 12, 1, 1, 1,4	2014 150 € 19 167 € 33 130 € 2 173 € 7 € 27 € 568 2014	2013 31,700 € 32,042 € 99,520 € 12,300 € 1,994 € 491 € 3,046 € 7 2013 33,202 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165	€ 310, € € 5, € € € € € € € 315,9	600 € € 000 € € 14 € 371 € € 885 €	23% -19% -58% -88% -26% -99% - - - - - - -8%	-38% -5% 53% -79% -21% 16267% -100% - -23% 13/12	25% 206% -4% - 380% -100% 212% -	-4% 457% 233% -20% 11753% -100% 7% 11/10	-17% - 20%3% -100% - 13% 10/09	45% 52% 2% % % % 100.0%	34% 58% 5% 2% % % 100.0%	42% 47% 3% 8% % % 100.0%	64% 30% 5% % % % 100.0%	72% 6% 2% % % % 20% 100.0%	98 2 100.0° %09
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services	236,4 268,12,4 1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 19 167 € 33 130 € 2 173 € 7 € 27 € 568 2014	2013 201,700 € 32,042 € 29,520 € 12,300 € 1,994 € 491 € 3,046 € 7	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 €	247,600 € 114,354 € 20,000 € 525 € 1,612 € 17 €	257,980 20,533 6,000 439 14 73,181 358,147	€ 310, € 5, € € € € € € € 315,9	600 € € 000 € € € 14 € 371 € €	23% -19% -58% -88% -26% -99% - - - - -8%	-38% -5% 53% -79% -21% 16267% -100% -	25% 206% -4% -380% -100% 212% - 92% 12/11 32%	-4% 457% 233% - 20% 11753% - -100% 7%	-17% - 20%3% -100% - 13%	45% 52% 2% % % % 100.0%	34% 58% 59% 2% % % % 100.0%	42% 47% 3% 8% % % 100.0%	64% 30% 5% % % %	72% 6% 2% % % 20% 100.0%	98 2 100.0 %09
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result	236,268,12,2,13,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 450 € 19 367 € 33 330 € 7 47 € 7 27 € 566 2014	2013 31,700 € 32,042 € 29,520 € 12,300 € 1,994 € 491 € 3,046 € 7 2013 33,202 € 14,344 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305	€ 310, € 5, € € € € 315,9 10 € 36, 7,	600 € € 000 € € 14 € 371 € € 885 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - - - -	-38% -5% 53% -79% -21% 16267% -100% - -23% 13/12 11% 67%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10%	-4% 457% 233% - 20% 11753% - -100% 7% 11/10	-17% - 20%3% -100% - 13% 10/09	45% 52% 2% % % % 100.0%	34% 58% 59% 2% % % % 100.0% **13	42% 47% 3% 8% % 6 100.0%	64% 30% 5% % % % 100.0%	72% 6% 2% % % % 20% 100.0%	98 2 100.0 %09
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services	236,4 268,2 12,- 1,1,- 1,- 520,2 44,1 12,- 10,0	2014 450 € 19 367 € 33 330 € 2 7 € 7 € 227 € 568 2014 336 € 9 338 € 9 338 € 9 331 €	2013 31,700 € 32,042 € 99,520 € 11,994 € 491 € 3,046 € 7 2013 53,202 € 14,344 € 247 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 47,802 € 8,605 € 22,538 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701	€ 310, € 5, € € € € 315,9 10 0 0 0 0 0 0 0 0 0 0 0 0 0	600 €	23% -19% -58% -88% -26% -99% - - - - 8% 14/13 -16% -13% 3974% 15% -80%	-38% -5% 53% -79% -21% -16267% -100% - - -23% 13/12 11% -67% -99% 26% 165%	25% 206% -4% - 380% -100% 212% - 92% 12/11 32% 10% 324% 12% 154%	-4% 457% 233% 20% 11753% 100% 7% 11/10 0% -6% -70% -3% -69%	-17% - 20% 3% -100% - 13% 10/09 - 2% - 15% -	45% 52% 2% % % % 100.0% 14 9% 2% 2%	34% 58% 5% 5% % % 100.0% %13 9% 3% 9%	42% 47% 3% 8% % 100.0% *12	64% 30% 5% % % % 100.0%	72% 6% 2% % % % 20% 100.0%	98 2 100.0 %09 12 2
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes	236,268,268,12,2,13,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 15 167 € 33 130 € 500 € 173 € 7 € 227 € 568 22014 231 € 538	2013 201,700 € 12,042 € 19,520 € 12,300 € 1,994 € 491 € 3,046 € 7 2013 3,046 € 7 2013 3,497 € 13,444 € 247 € 3,497 € 12,479 € 399 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 33 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 2,784 € 12,857 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374	€ 310, € € 5, € € € € € 315,9 10 € 36, 7, € 3, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	600 € € 000 € € 14 € 371 € € 885 € 2009 8865 € 224 € 000 € 785 €	23% -19% -58% -88% -26% -99% 	-38% -5% 53% -79% -21% 16267% -100% - - -23% 13/12 11% 67% -99% 26% 165% -86%	25% 206% -4% -100% 212% - 92% 12/11 32% 10% 324% 12% 154% 120%	4% 457% 233% 20% 11753% - -100% 7% 11/10 0% -6% -70% -3% -69% -6%	-17% - 20% 3% - 100% 13% - 10/09 - 2% 15% 15% 762% 17%	45% 52% 2%% % % % 100.0% *14 9% 2% 1% 1%	34% 58% 5% 6% % % 100.0% %13 9% 3% % 1% 6% %	42% 47% 3% 8% % 100.0% *12 6% 1% 3% 2%	64% 30% 5% % % % 100.0% **********************************	72% 6% 2% % % 20% 100.0% *10 10% 5% 1% 4%	98 2 100.0° %09 12 2
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing	236,4 268,2 12,- 1,1,- 1,- 520,2 44,1 12,- 10,1,1 6,- 1,1,1 65,5	2014 150 € 1567 € 33 130 € 35 173 € 7 € 2014 2014 2014 2014 2016 € 53 138 € 53 153 € 5	2013 31,700 € 32,042 € 99,520 € 12,300 € 1,994 € 491 € 3,046 € 7 2013 33,202 € 14,344 € 247 € 3,497 € 32,479 € 32,556 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 12,255 € 2,784 € 12,255 € 2,837 € 107,319 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588	€ 310, € € 5, € € € € € € € € € € 1, € 11, € 11,	600 € € 000 € € 14 € 371 € € 2009 885 € 2009 885 € 224 € 000 € 785 € 178 € 628 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - - - -	-38% -5% 53% -79% -21% 16267% -100% - - -23% 13/12 11% 67% -99% 26% 26% -65% -86% -70%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10% 324% 12% 154% 120% 166%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -3% -69% -6% 87%	-17% -20% -3% -100% -100% -13% -15% -2% -15% -25% -15% -62% -17% -86%	45% 52% % % % % 100.0% *14 9% 2% 1% 11%	34% 58% 55% 2% % % 100.0% *13 9% 3% 1% 6%	42% 47% 3% 8% % % 100.0% *12 6% 3% 2% 15%	64% 30% 5% % % % 100.0% **11 9% 2% 1% 1% 1%	72% 6% 2% % % % % % 20% 100.0% 10% 2% 5% 1% 6% 6% 6% 6%	98 2 2 4 100.0 4 100.0 4 12 2 1 1 1 1 4 4 4 1
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses	236,4 268,12,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 19 167 € 3: 130 € 5: 173 € 7 € 568 27 € 568 2014 536 € 9: 138 € 9: 138 € 9: 131 € 153 € 5: 153 € 5: 15	2013 201,700 € 12,042 € 19,520 € 12,300 € 1,994 € 491 € 8,046 € 7 2013 33,202 € 14,344 € 247 € 399 € 12,556 € 17,135 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 22,784 € 12,255 € 2,837 € 107,319 € 27,795 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470	€ 310, € € 5, € € € € € € € € € € € € € 1, € 36, 7, € 36, 7, € 1, € 11, € 11, € 113,	600 € € 000 € € 14 € 371 € € 2009 865 € 2224 € 000 € 785 € 178 € 865 € 865 € 865 € 8785 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - - - -	-38% -5% -53% -79% -21% 16267% -100% -23% 13/12 11% 67% -99% 26% 165% -86% -86% -70% -2%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10% 324% 12% 154% 120% 166% 47%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -69% -6% 87% 123%	-17%	45% 52% % % % % 100.0% *14 9% 2% 2% 1% %	34% 58% 55% 2% % % 100.0% *13 9% 3% 6% % 6% 5%	42% 47% 3% 8% % % 100.0% *12 6% 1% 3% 2% % 15% 4%	64% 30% 5% % % % % 100.0% *** **11 9% 2% 1% 1% 1% 5%	72% 6% 2% % 100.0% 100.0% 10% 4% 6% 6% 2%	98 2 100.0 %09 12 2 1 1 1 4 4
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges	236,4 268,12,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 1567 € 33 130 € 35 173 € 7 € 2014 2014 2014 2014 2016 € 53 138 € 53 153 € 5	2013 31,700 € 32,042 € 99,520 € 12,300 € 1,994 € 491 € 3,046 € 7 2013 33,202 € 14,344 € 247 € 3,497 € 32,479 € 32,556 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 12,255 € 2,784 € 12,255 € 2,837 € 107,319 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588	€ 310, € € 5, € € € € € € € € € € € € € 1, € 36, 7, € 36, 7, € 1, € 11, € 11,	600 € € 000 € € 14 € 371 € € 2009 885 € 2009 885 € 224 € 000 € 785 € 178 € 628 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - - - -	-38% -5% 53% -79% -21% 16267% -100% - - -23% 13/12 11% 67% -99% 26% 26% -65% -86% -70%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10% 324% 12% 154% 120% 166%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -3% -69% -6% 87%	-17% -20% -3% -100% -100% -13% -15% -2% -15% -25% -15% -62% -17% -86%	45% 52% % % % % 100.0% *14 9% 2% 1% 11%	34% 58% 55% 2% % % 100.0% *13 9% 3% 1% 6%	42% 47% 3% 8% % % 100.0% *12 6% 1% 3% 2% % 15% 4%	64% 30% 5% % % % 100.0% **11 9% 2% 1% 1% 1%	72% 6% 2% % % % % % 20% 100.0% 10% 2% 5% 1% 6% 6% 6% 6%	98 2 100.0 %09 12 2 1 1 1 4 4
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees,	236,4 268,2 12,4 1,1,1 520,2 44,1 12,4 10,1 4,1 6,6 1,1,6 1,1	2014 150 € 19 167 € 3: 330 € 3: 500 € 7 € 27 € 564 2014 2014 2014 2014 2016 2	2013 2017,700 € 12,042 € 12,050 € 1,994 € 491 € 2013 3,046 € 7 2013 3,202 € 14,344 € 247 € 3,497 € 12,756 € 12,556 € 749 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 12,255 € 2,784 € 12,255 € 2,877 € 17,795 € 1,127 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 € 18,897 € 514 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391	€ 310, € € 5, € € € € € € € 315,9 10 € 36, € 7, € 1, € 1, € 13, € 13,	600 € € 000 € € 14 € 371 € € 185 € 2009 865 € 224 € 000 € 785 € 228 € 815 €	23% -19% -58% -88% -89% -26% -99%8% 14/13 -16% -13% -3974% -80% -306% -31% -51%	-38% -5% -5% -79% -21% -6267% -100% -23% -13/12 -11% -67% -99% -86% -70% -24%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10% 324 % 12% 154% 120% 166% 47% 119%	4% 457% 233% 20% 11753% -100% 7% 11/10 0% -6% -70% -3% -69% -69% -67% 123% 31%	-17% - 20%3% -100% - 13% 10/09 - 2% 15%15%15% 762% 17% 86% -39% 2%	45% 52% % % % % 100.0% **14 9% 2% 1% 11% 13% 4% %	34% 58% 5% 2% % % 100.0% **13 9% 3% 6% 6% 6%	42% 47% 3% 8% % % 100.0% *12 6% 1% 3% 2% 4% 4%	64% 30% 5% % % % 100.0% 111 9% 11% 11% 5%	72% 6% 2% 20% 100.0% 10% 5% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6%	98 2 100.0° %09 12 2 2 1 1 1
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc)	236,268,12,2,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 150 € 33 130 € 300 € 173 € 7 € 227 € 568 2014 233 € 53	2013 201,700 € 12,042 € 12,042 € 12,300 € 1,994 € 491 € 8,046 € 7 2013 33,202 € 14,344 € 247 € 3,497 € 399 € 12,556 € 7,135 € 7,135 € 6,170 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 2,784 € 12,255 € 2,837 € 107,319 € 1,127 € 6,411 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 492 € 492 € 492 € 492 € 40,418 € 6,938 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391	€ 310, € € 5, € € € € € 315,8 100 € 36, 7, € € 3, 11, 11, 11, 11, 11, 11, 11, 11, 11, 11,	600 € € 000 € € 14 € 371 € € 2009 865 € 2224 € 000 € 785 € 178 € 865 € 865 € 865 € 8785 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - - - -	-38% -5% -53% -79% -21% 16267% -100% -23% 13/12 11% 67% -99% 26% 165% -86% -86% -70% -2%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10% 324% 12% 154% 120% 166% 47%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -69% -6% 87% 123%	-17%	45% 52% % % % % 100.0% *14 9% 2% 2% 1% %	34% 58% 5% 2% % % 100.0% %13 9% 3% % 6% 5% 5%	42% 47% 3% 8% % % 100.0% *12 6% 1% 3% 2% 4% 4%	64% 30% 5% % % % % 100.0% *** **11 9% 2% 1% 1% 1% 5%	72% 6% 2% % 100.0% 100.0% 10% 4% 6% 6% 2%	98 98 98 98 98 98 98 98 98 98 98 98 98 9
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services I'r support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses	236,268,12,2,13,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 19 150 € 33 30 € 36 173 € 7 € 27 € 566 2014 538 € 9 131 € 9 151 € 9 151 € 9 152 € 9 153 € 9 153 € 9 154 € 9 158	2013 201,700 € 12,042 € 19,520 € 12,300 € 1,994 € 491 € 2013 3,046 € 7 2013 3,302 € 1,344 € 247 € 3,497 € 12,479 € 12,479 € 12,556 € 17,135 € 6,170 € 12,725 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 2,784 € 107,319 € 27,795 € 1,127 € 6,411 € 17,552 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 € 18,897 € 514 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338	€ 310, € € 5, € € € € € € € € € 11, 11, 12, 13, 14, 15, 14, 15, 15, 15, 15, 15, 15, 15, 15, 15, 15	600 € € 000 € € 14 € 371 € 2009 865 € 2024 € 000 € 785 € 178 € 815 € 385 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - - - -	38% -5% -5% -5% -79% -21% -6267% -100%23% -13/12 -11% -67% -99% -26% -86% -70% -2% -34% -4%	25% 206% -4% -380% -100% 212% - - 92% 12/11 32% 10% 324% 120% 166% 47% 119% -8%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -69% -6% 87% 123% 31% 69%	-17% - 20%	45% 52% 2% % % % % 100.0% *14 9% 2% 1% 1% 13% 4% %	34% 58% 5% 2% % % 100.0% *13 9% 3% 6% 6% 6% 5% 6%	42% 47% 3% 8% % % 100.0% *12 6% 1% 3% 2% 4% 4%	64% 30% 5% % % % 100.0% **11 9% 2% 1% 1% 5% %	72% 6% 2% % 20% 100.0% 10% 4% 4% 6% 6% 2% % 1%	98 2 100.0° %09 12 2 2 1 1 1 4 4
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries and benefits	236,268,12,2,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 150 € 33 130 € 300 € 173 € 566 2014 233 6 € 5	2013 201,700 € 12,042 € 12,042 € 12,300 € 1,994 € 491 € 8,046 € 7 2013 33,202 € 14,344 € 247 € 3,497 € 399 € 12,556 € 17,135 € 17,135 € 17,135 € 17,135 € 17,135 € 21,75 € 3,503 € 22,75 € 3,503 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 22,784 € 12,255 € 2,787 € 1,127 € 6,411 € 17,552 € 257,025 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 € 18,897 € 514 € 6,938 € 15,428 € 140,084 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338 128,383	€ 310, € € 5, € € € € € € € € € € € € € 11, 6 € 11, 6 € 11, 6 € 12, 6 € 91,	600 € € 000 € € 14 € 371 € € 2009 865 € 2224 € 000 € 785 € 178 € 815 € 385 € 385 €	23% -19% -58% -88% -26% -99% - - - - - - - - - - - - - - -	-38% -5% -53% -79% -21% -16267% -100% 23% 23% 	25% 206% -4% -380% -100% 212% 92% 12/11 32% 10% 324% 12% 12% 166% 47% 419% -8% 14%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -6% 87% 123% 31% 69% 25%	-17% - 20% 3% -100% - 13% 10/09 -2% 15%15% 762% 17% 86% -39% 2% 72% -5% 41% -	45% 52% %% %% % 100.0% **14 9% 2% 1% 13% 4% 13% 4%	34% 58% 5% 2% % % 100.0% **13 9% 6% 6% 5% 5%	42% 47% 3% 8% % % % 100.0% *12 6% 1% 3% 4% 4% 4% 35%	64% 30% 5% % % % % % % % % % % % % % % % % %	72% 6% % % % % % 20% 100.0% 110% 2% 5% % 6% 6% % 6% 6% % 6% 6% % 6% 6% 6% 6%	98 2 100.0° %09 12 2 1 1 1 4 4 4 4 29
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries and benefits Salaries	236,268,12,2,13,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 19 150 € 33 130 € 36 173 € 7 € 27 € 566 2014 138 € 9 138 € 9 138 € 9 138 € 9 138 € 9 15	2013 201,700 € 12,042 € 12,042 € 12,300 € 1,994 € 491 € 8,046 € 7 2013 33,202 € 14,344 € 247 € 3,497 € 399 € 12,556 € 17,135 € 17,135 € 17,135 € 17,135 € 17,135 € 21,75 € 3,503 € 22,75 € 3,503 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 2,784 € 107,319 € 27,795 € 1,127 € 6,411 € 17,552 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 40,418 € 18,897 € 514 € 6,938 € 15,428 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338	€ 310, € € 5, € € € € € € € € € € € € 11, 11, 6 € 11, 6 € 12, 6 € 12, 6 € 12, 6 € 126, 6	600 € € 000 € € 14 € 371 € 885 € 2009 886 € 2224 € 000 € 785 € 178 € 628 € 815 € 388 € 940 €	23% -19% -58% -88% -26% -26% -99% - - - - - - - - - - - - - - - - -	-38% -5% -53% -79% -21% -100% -23% -100% -23% -111% -67% -99% -26% -20% -20% -34% -4% -25%	25% 206% -4% -100% 212% - 92% 12/11 32% 10% 324% 129% 154% 120% 47% 119% 8% 14% 83%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -69% -69% 123% 31% 69% 25% 9%	-17%20%3%100%13% - 10/092% - 15% - 762% - 17% - 86% - 2% - 72%5% -	45% 52% 2% % % % % 100.0% *14 9% 2% 1% 13% 4% %	34% 58% 5% 2% % % 100.0% *13 9% 3% 6% 6% 6% 5% 4% 4%	42% 47% 3% 8% % % 100.0% *12 6% 2% 4% 15% 4% 4% 2% 35% 26%	64% 30% 5% % % % % ** ** ** ** ** ** ** ** ** **	72% 6% 2% % % % 20% 100.0% 1100.0% 15% % 15% 3% 36%	98 2 2 1 1 1 1 4 4 4 4 2 2 9 4 4 0
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries Salaries Social charges Total Salaries and Benefits	236, 268, 12, 41, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	2014 150 € 19 150 € 33 130 € 36 173 € 7 € 27 € 568 2014 336 € 9 138 € 9 138 € 9 1518 € 9 1518 € 9 168 € 9	2013 2013 2017 2018 2019	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 12,255 € 2,784 € 12,255 € 2,787 € 1127 € 6,411 € 17,552 € 177,552 € 175,554 € 79,594 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,818 € 11,287 € 40,418 € 18,897 € 514 € 6,938 € 15,428 € 140,084 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338 128,383	€ 310, € € 5, € € € € € € € € € € € € 11, 6 € 11, 6 € 126, 6 € 126, 6 € 126, 6 € 51,	600 € € 000 € € 14 € 371 € € 185 € 2009 865 € 224 € 000 € 785 € 628 € 815 € 388 € 940 € 7781 € 7781 €	23% -19% -58% -88% -26% -99% -8% -14/13 -16% -13% -3974% 15% -80% -31% -31% -35% -63% -9% -7%	-38% -5% -53% -79% -21% -6267% -100% 23% -13/12 -11% -67% -26% -26% -26% -29% -29% -25% -17%	25% 206% -4% -380% -100% 212% 92% 12/11 32% 10% 324% 12% 12% 166% 47% 419% -8% 14% 83% -19%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -6% 87% 123% 31% 69% 25% 9% - 27%	-17%20%3%100%13% - 10/092% - 15%15% - 762% - 17% - 86% - 2%5% - 41%2% -	45% 52% %% %% % 100.0% %14 9% 2% 1% 13% 4% 4% 41%	34% 58% 5% 2% % % % 100.0% **13 9% 3% % 6% 6% 5% 9%	42% 47% 3% 8% % % 100.0% *12 6% 2% 4% 15% 4% 4% 2% 35% 26%	64% 30% 5% % % % % % % 1100.0% 11% 5% % % 4% 4% 43%	72% 6% 2% % % % 20% 100.0% 100.0% 10% 25% % % 36% 36% 36% 36%	988 22 2 1 1 1 1 4 4 4 2 2 2 4 4 1 1 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries Social charges Total Salaries and Benefits Amortization and Finance	236, 268, 12, 41, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	2014 150 € 1567 € 33 130 € 3500 € 173 € 7 € 227 € 568 22014 338 € 368 € 3	2013 201,700 € 22,042 € 29,520 € 1,994 € 491 € 3,046 € 7 2013 33,202 € 43,44 € 247 € 3,497 € 22,75 € 6,170 € 22,725 € 3,503 € 28,860 € 33,31 € 2,191 € 22,191 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 53 € 37,968 € 2012 47,802 € 8,605 € 22,538 € 2,784 € 12,255 € 107,319 € 27,795 € 1,127 € 6,411 € 17,552 € 257,025 € 195,354 € 79,594 € 274,948 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 4,817 € 1,287 € 40,418 € 18,897 € 514 € 61,938 € 15,428 € 140,084 € 163,884 € 66,606 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,238 128,383	€ 310, € € 5, € € € € € € € € € € € € € € 13, 100 € € 36, 7, € € 11, 11, 6 € 11, 6 € 126, 6 € 91, 6 € 51, 6 € 126, 8 € 126, 8 € 127, 8 € 127,	600 €	23% -19% -58% -88% -26% -29% -8% -14/13 -16% -13% -3974% 15% -306% 101% -31% -31% -35% -63% -9% -7% -7% -7%	-38% -5% -5% -5% -79% -100% -23% -100% -23% -11% -67% -99% -26% -86% -70% -29% -34% -4% -29% -25% -17% -17% -17%	25% 206% -4% -380% -100% 212% - 92% 12/11 32% 10% 324% 120% 166% 47% 119% -8% 14% 83% - 19% 19%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -69% -6% 87% 123% 31% 69% 25% 9% - 27% 26%	-17% - 20% 3% -100% - 13% 10/09 - 2% 15% - 15% 762% 17% 86% 2% 72% - 5% 41% - 2% 2%	45% 52% 52% % % % % % 100.0% %14 9% 2% 1% 1% % 13% 4% 46 17% 58%	34% 58% 5% 2% % % 100.0% *13 9% 6% 6% 5% 4% 44% 40% 16% 57%	42% 47% 3% 8% % % % 100.0% *12 6% 1% 2% 4% 4% 4% 2% 35% 26% 11% 37%	64% 30% 5% % % % 100.0% **11 9% 41% 11% 5% 43% 43% 43% 43% 60%	72% 6% 2% % % % 20% 100.0% 1100.0% 1100.0% 15% % 15% 36% 36% 36% 36% 36% 36% 51%	98 2 2 100.0 %09 122 2 1 1 1 4 4 4 2 2 9 40 166 57
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries Social charges Total Salaries and Benefits Amortization and Finance Provision for defaulting fee payments	236, 268, 12, 41, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	2014 150 € 19 150 € 33 130 € 35 173 € 7 € 227 € 568 22014 336 € 9 338 € 9 331 € 9 338 € 9 326 € 9 327 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9 328 € 9	2013 2013 2017 2013 2014 2014 2014 2015 2016 2017 2013 2016 2017 2013 2016 2017 2013 2017 2013 2017 2017 2013 2017	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 33, € 53 € 37,968 € 2012 47,802 € 8,605 € 22,534 € 12,255 € 27,785 € 1,127 € 6,411 € 17,552 € 177,95 € 1,127 € 195,354 € 79,594 € 27,4948 € 12,300 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 4,817 € 1,287 € 40,418 € 18,897 € 514 € 61,5428 € 140,084 € 163,884 € 66,606 € 230,490 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,238 128,383 128,383	€ 310, € € 5, € € € € € € € € € € € € € € 7, € 36, € 7, € 11,	600 € € 000 € € 14 € 371 € 2009 865 € 224 € 000 € 785 € 178 € 6228 € 815 € 388 € 940 € 763 € 763 € 544 €	23% -19% -58% -88% -88% -26% -99%8% 14/13 -16% -13% -3974% -80% -31% -51% -53% -9% -7% -7% -7% -7% -7% -7% -100%	-38% -5% -5% -53% -79% -21% -100% 23% 13/12 11% -67% -99% -26% 165% -86% -34% -25% -17% 17% 17% 17% 17% -17% -17% -17% -1	25% 206% 4% -100% 212% - 92% 12/11 32% 10% 324% 12% 154% 119% 166% 47% 119% - 83% - 19% 19%	4% 457% 233% _ 20% 11753%100% 7% 11/10 0% -6% -3% -69% -6% 31% 69% 25% 9% _ 27% 26% 26%	-17% - 20%	45% 52% %% %% %% %6 100.0% %14 9% 22% 11% 13% 41% 22% 34% 41% 17% 58%	34% 58% 5% 2% % % % 100.0% *13 9% 6% 6% 55% 44% 40% 16% 57%	42% 47% 3% 8% % % % 100.0% 100	64% % % % % % % % % % % % % % % % % % %	72% 6% % % % % 20% 100.0% 11% 4% % 6% 25% % % 36% 15% 51% .0%	98 2 2 100.0 %09 12 2 2 1 1 1 4 4 2 9 40 166 57 19.0
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries Salaries and benefits Salaries Total Salaries and Benefits Amortization and Finance Provision for defaulting fee payments Other expenses	236,4 268,2 12,4 1,1,1 520,2 44,1 12,4 10,4 6,6 1,1,6 1,6 1,7 1,7 1,0 1,0 1,0 1,0 1,0 1,0 1,0 1,0 1,0 1,0	2014 150 € 1567 € 33 330 € 35 500 € 173 € 7 € 27 € 566 2014 236 € 331	2013 2017 2017 2018 2018 2019	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 337,968 € 2012 47,802 € 8,605 € 22,538 € 12,255 € 2,737 € 11,27 € 6,411 € 17,795 € 1,127 € 6,411 € 17,795 € 1,127 € 6,418 € 195,354 € 79,594 € 27,4948 € 12,300 € 46,908 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 € 18,897 € 514 € 6,938 € 140,084 € 140,084 € 6,938 € 140,084 € 6,938 € 230,490 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338 128,383 128,383 129,249 53,023 182,272	€ 310, € € 5, € € € € € € € € € € € € € € € 10, 10 € 36, € 7, 6 € 11, 6 € 12, 6 € 12, 6 € 17, 6 € 178, 6 € 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	600 € € 000 € € 14 € 371 € 185 € 2009 865 € 224 € 000 € 785 € 178 € 815	23% -19% -58% -88% -26% -26% -26% -26% -100% -100% -19% -58% -19% -100%	-38% -5% -5% -5% -79% -21% -100% -23% -13/12 -11% -67% -99% -26% -165% -86% -2% -34% -4% -25% -17% -17% -17% 17% 17% 17%	25% 206% 4% -100% 110% 212% - 92% 12/11 32% 10% 324% 1296 154% 1296 147% 119% - 8% 149% - 19% - 19% - 152695%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -6% -3% -69% -69% -3% -69% -27% 26% 26%32%	-17% - 20% 3% -100% - 13% 1009 -2% 15% -5% -62% 17% -5% -5% -41% - 2% 2% -100% 808%	45% 52% 2% % % % % 100.0% *14 9% 2% 2% 11% 11% 4% 4% 41% 117% 58%	34% 58% 59% 29% % % % 100.0% %13 9% 69% 69% 49% 34% 40% 16% 57%	42% 47% 3% 8% % % % 6% 100.0% 112 6% 126 46 15% 46 276 35% 116 37%	64% 5% 6% % % % % % % % % % % % % % % % %	72% 6% 2% % % % % % % % 100.0% 100.0% 10% 6% % 36% 36% 36% 10% 0.0%	98 2 100.0° %09 12 2 1 1 1 4 4 4 4 4 29 40 16 57
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries Social charges Total Salaries and Benefits Amortization and Finance Provision for defaulting fee payments Other expenses Amortization on tangible assets	236,4 268,2 12,4 1,1,1 520,2 44,1 12,4 10,4 6,6 1,1,6 1,6 1,7 1,7 1,0 1,0 1,0 1,0 1,0 1,0 1,0 1,0 1,0 1,0	2014 150 € 150 € 33 130 € 350 € 550 € 27 € 566 2014 336 € 568 2014 336 € 568	2013 2017	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 33 € 53 € 2012 47,802 € 8,605 € 22,538 € 22,784 € 12,255 € 27,785 € 17,552 € 257,025 € 195,354 € 77,552 € 27,4948 € 12,300 € 46,908 € 849 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 492 € 492 € 492 € 15,428 € 15,428 € 15,428 € 163,884 € 66,606 € 230,490 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338 128,383 129,249 53,023 182,272	€ 310, € € 5, € € € € € € € € € € € € € € 100 € 36, 7, € € 11, 6 € 11, 6 € 12, 6 € 12, 6 € 51, 6 € 6, 6 € 6, 6 € 6 € 6 6, 6 € 7, 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	600 €	23% -19% -58% -88% -26% -26% -99%8% 14/13 -16% -13% -3974% -51% -35% -63% -9% -7% -7% -7% -7% -7% -7% -100% -34%	-38% -5% -5% -5% -21% -16267% -100% -23% -13/12 -11% -67% -99% -26% -165% -86% -27% -34% -4% -29% -17% -17% -17% -17% -17% -17% -17% -17	25% 206% 4% -100% 212% -100% 212% - 92% 12/11 32% 10% 324% 120% 166% 47% 119% -8% 14% 83% - 19% 19% 19% 19% 19%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -3% -69% -6% 87% -27% 25% 9% - 27% 26%	-17%20%3%3%100%10092%15%15%15%62%17%2%2%2%2%2%2%100% - 808%22% -	45% 52% 2% % % % % % 100.0% %14 9% 2% 1% 1% 4% 4% 41 17% 58%	34% 58% 5% 2% % % 100.0% %13 9% 6% 6% 6% 5% 44% 34% 40% 16% 57% 2.0% 2.0%	42% 47% 3% 8% % % % % 100.0% *12 6% 1% 2% 4% 4% 4% 35% 26% 317% 1.7% 6.4% 1.1%	64% 30% 5% % % % % % 100.0% % 11% 15% 6 % 24% 43% 17% 60%	72% 2% % % % % 20% 100.0% 1100	988 22 2 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
(in euros) REVENUE Membership subscriptions (Call for dues) Subsidies Sponsoring Confs, Progr. Contest, etc. Reversal of provision Financial interest Miscellaneous Gain on currency exchange Exceptionnal result EXPENSES Hosting Book keeping and services IT support and other services Programming contest and Prizes Marcom & Collateral Insurance, Dues Trade shows, marketing Travel expenses Bank charges Others (storage, stationary, postage, fees, equipment, etc) Taxes and equivalent Total operating expenses Salaries Salaries and benefits Salaries Total Salaries and Benefits Amortization and Finance Provision for defaulting fee payments Other expenses	236,268,12,2,13,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1	2014 150 € 19 150 € 33 30 € 36 173 € 7 € 27 € 566 2014 538 € 9 1518 € 9 153 € 9 1518 € 9 152 € 19 124 € 22 208 € 9 124 € 22 208 € 9 125 € € 9	2013 2013 201,700 € 22,042 € 29,520 € 1,994 € 491 € 2013 3,046 € 7 2013 3,3202 € 4,344 € 247 € 3,497 € 22,479 € 3,497 € 22,725 € 3,503 € 28,860 € 23,331 € 21,550 € 1,500 € 1,500 € 1,500 € 1,500 € 1,500 € 1,500 € 1,500 € 1,500 € 1,500 € 1,500 €	308,566 € 350,176 € 19,250 € 57,400 € 2,520 € 3 € 337,968 € 2012 47,802 € 8,605 € 22,538 € 12,255 € 2,737 € 11,27 € 6,411 € 17,795 € 1,127 € 6,411 € 17,795 € 1,127 € 6,418 € 195,354 € 79,594 € 27,4948 € 12,300 € 46,908 €	247,600 € 114,354 € 20,000 € € 525 € 1,612 € 17 € 384,108 € 2011 36,167 € 7,810 € 5,317 € 2,492 € 4,817 € 1,287 € 40,418 € 18,897 € 514 € 6,938 € 140,084 € 140,084 € 6,938 € 140,084 € 6,938 € 230,490 €	257,980 20,533 6,000 439 14 73,181 358,147 201 36,165 8,305 17,701 2,561 15,386 1,374 21,588 8,470 391 4,104 12,338 128,383 128,383 129,249 53,023 182,272	€ 310, € € € € € € € € € € € € € € € € € € €	600 € € 000 € € 14 € 371 € 185 € 2009 865 € 224 € 000 € 785 € 178 € 815	23% -19% -58% -88% -26% -26% -26% -26% -100% -100% -19% -58% -19% -100%	-38% -5% -5% -5% -79% -21% -100% -23% -13/12 -11% -67% -99% -26% -165% -86% -2% -34% -4% -25% -17% -17% -17% 17% 17% 17%	25% 206% 4% -100% 110% 212% - 92% 12/11 32% 10% 324% 1296 154% 1296 147% 119% - 8% 149% - 19% - 19% - 152695%	4% 457% 233% - 20% 11753%100% 7% 11/10 0% -6% -70% -6% -3% -69% -69% -3% -69% -27% 26% 26%32%	-17% - 20% 3% -100% - 13% 1009 -2% 15% -5% -62% 17% -5% -5% -41% - 2% 2% -100% 808%	45% 52% 2% % % % % 100.0% *14 9% 2% 2% 11% 11% 4% 4% 41% 117% 58%	34% 58% 5% 2% % % 100.0% **13 9% 6% 6% 6% 55% 40% 16% 57% 2.0% 3.3% 2.0%	42% 47% 3% 8% % % % 100.0% *12 6% 1% 3% 4% 6, 2% 35% 26% 11% 37% 1.7% 6,4% 1.1%	64% 5% 6% % % % % % % % % % % % % % % % %	72% 6% 2% % % % % % % % 100.0% 100.0% 10% 6% % 36% 36% 36% 10% 0.0%	98

42,935 € 37,361 € 145,367 € 12,517 € 46,616 € -14,325 € 15% -74% 1061% -73% - 8.3% 6.6% 19.7% 3.3% 13.0% -4.5%