



Algemene Leden Vergadering KNCB 13 December 2025 – Finance pre-read

Acknowledging the past while securing the future

1. Introduction

Dutch cricket enters 2026 at a pivotal moment, with financial stability becoming essential to safeguard both domestic and High-Performance cricket. The 2025 outlook remains under pressure, shaped by cost volatility and limited commercial growth, despite the positive impact of World Cup qualification. The new strategy focuses on building long-term stability through cost control, stronger governance and clearer financial structures.

A key principle is that domestic cricket needs to become cost-covering so that services to clubs remain consistent and protected. This will strengthen competitions, development pathways and overall delivery across the game. The separation of Domestic and High-Performance finances provides greater transparency and prevents unintentional trade-offs. Additional ICC funding offers short-term support, while new partnerships and events aim to diversify future income.

Player contributions, routed via the clubs, help stabilise domestic cricket amid external volatility. The 2026 scenarios give members clear strategic choices as we move toward a more resilient foundation. Together, these steps build the groundwork for sustainable growth in Dutch cricket.

2. Financial prognose 2025

Introduction

The 2025 budget started from a challenging position, facing many uncertainties and ultimately a negative result of €-179.000 was agreed to during the April ALV. The budget presented for 2025 had many headwinds, risks as well as potential upsides attached.

The board, together with the CEO has exercised disciplined financial oversight during the year, with regular monthly financial reviews and continued updated forecasts and outlooks presented every quarter.

Potential upsides included T20 Men & woman's qualification as well as ETPL startup, while downsides included exchange rate risks as well ongoing uncertainty regarding the CEO, currently on extended sick leave.

Prognosis

The expected outcome for the 2025 result will be around -€ 190.000.

Downside risks did materialize in the end and only one upside (T20 Men's qualification), however the board has been able to respond to these impacts timely and effectively, and with the exception of a €10 000 legal bill relating to staffing matters, have managed to secure a result in line with the budget.

The Men's T20 qualification resulted in an additional \$500k reward from the ICC, \$400k received in 2025 and \$100 scheduled in 2026.

Much effort has been put into managing costs over the year. Especially within the High-Performance organization this is challenging as we see many changes through the year (schedule adaptations, selection changes, international coaching staff travelling in and out). This is also a key issue for 2026. Currently we are looking into further establishing financial controls within High Performance between the organization itself and Bondcenter.

Key variances with the 2025 budget:

- (-10k) Legal cost pertaining to staffing matters
- (-15K) Includes invoices interim CEO (now assumed till year end for 2025)
- (-46k) Dollar Impact is 46K negative



- (-60k) Additional marketing costs 60K; o.a. extra sponsoring and social mediasupport during the year
- (-22k) We added 22K to the debtor reserve due to financial situation of sponsor Sisar, although we are still discussing a payment schedule (through 2026)
- (-30k) Staff insurance costs have increased by 30k due to ongoing CEO illness and a late incoming invoice regarding 2024
- (+30k) Incremental savings on unspent budget items
- (+40k) Upsides on staff cost vs Budget
- (+100k) We underspend on Cricket Development with 100k due to limited resources to execute all plans. Financially nice, but opposite the strategy to invest more in Cricket Development!
- (+0k) Due to the qualification for the 2026 World Cup, revenue went up with 340K. Mostly spent on extended player contract for second half 2025, qualification bonus for players and Bangladesh tour

	Cumulatief tot en met oktober	Cumulatief tot en met oktober	Volledig jaar	Volledig jaar
	Realisatie	Begroting	Prognose Q4	Begroting
BATEN				
Bijdragen ICC	€ 2,416,490	€ 2,073,918	€ 2,908,924	€ 2,557,800
Bijdragen NOC*NSF	€ 223,008	€ 173,361	€ 223,008	€ 216,200
Contributies (verenigingsbijdrage en individuele bijdrage)	€ 68,568	€ 58,423	€ 68,568	€ 58,400
Bijdragen uit nationale competities en toernooien	€ 207,830	€ 186,667	€ 219,780	€ 197,000
Sponsoring	€ 78,000	€ 66,000	€ 78,000	€ 78,000
Events	€ 941,307	€ 1,467,790	€ 833,142	€ 1,467,800
Overige baten	€ 366,717	€ 197,570	€ 380,255	€ 228,800
TOTALE BATEN	€ 4,301,921	€ 4,223,728	€ 4,711,678	€ 4,804,000



Cumulatief tot en met oktober	Cumulatief tot en met oktober	Volledig jaar	Volledig jaar
Realisatie	Begroting	Prognose Q4	Begroting

LASTEN

Personeel

	€ -	€ -	€ -	€ -
Personeelskosten (incl spelers en fees)	€ 2,035,570	€ 1,775,381	€ 2,298,042	€ 2,039,600
Doorbelaste Personeelskosten	€ -2,035,570	€ -1,775,381	€ -2,298,042	€ -2,039,600
1. Cricket Development (programmamakosten)	€ 223,482	€ 325,125	€ 285,320	€ 384,300
Doorbelaste Personeelskosten	€ 193,130	€ 221,250	€ 243,549	€ 265,500
Opleidingen	€ 4,519	€ 21,125	€ 9,047	€ 22,100
Development	€ 7,450	€ 16,083	€ 7,450	€ 17,700
European Cricket League	€ -	€ -	€ 2,250	€ -
Verenigingsondersteuning	€ 17,351	€ 64,583	€ 21,324	€ 76,500
Overige lasten (Cricket Development)	€ 1,032	€ 2,083	€ 1,700	€ 2,500
2. High Performance (programmamakosten)	€ 2,272,523	€ 1,778,259	€ 2,515,102	€ 2,064,200
Heren XI	€ 1,646,771	€ 1,286,986	€ 1,807,197	€ 1,460,600
Dames XI	€ 333,515	€ 280,385	€ 375,888	€ 336,000
Lions	€ 212,075	€ 138,763	€ 241,574	€ 173,000
Lionesses	€ 80,162	€ 72,125	€ 90,443	€ 94,600
3. Marketing, communicatie en sponsoring	€ 147,622	€ 110,667	€ 186,228	€ 129,000
Doorbelaste Personeelskosten Marketing en communicatie	€ 96,993	€ 83,333	€ 129,000	€ 100,000
Marketingkosten	€ 9,074	€ 8,333	€ 10,655	€ 10,000
Doorbelaste Personeelskosten Sponsoring	€ 38,035	€ 19,000	€ 43,052	€ 19,000
Kosten sponsoring	€ 3,521	€ -	€ 3,521	€ -
4. Operations	€ 1,284,458	€ 1,792,350	€ 1,243,491	€ 1,852,900
Doorbelaste Personeelskosten	€ 154,447	€ 145,667	€ 192,792	€ 174,800
Nationale competities en toernooien	€ 148,806	€ 130,033	€ 155,861	€ 152,200
Overige lasten (Operations)	€ -	€ -	€ -	€ -
Grasswickets	€ 49,671	€ 46,250	€ 55,500	€ 55,500
Kosten events	€ 931,534	€ 1,470,400	€ 839,337	€ 1,470,400
5. Bedrijfsvoering	€ 601,012	€ 446,664	€ 668,885	€ 553,500
Doorbelaste Personeelskosten	€ 364,345	€ 301,997	€ 376,049	€ 355,600
Huisvestingskosten	€ 25,063	€ 33,333	€ 31,530	€ 40,000
Kantoorkosten	€ 90,230	€ 52,583	€ 93,301	€ 87,400
Bestuur en commissies	€ 15,199	€ 14,167	€ 22,000	€ 17,000
Continuering Ontwikkelagenda	€ -	€ -	€ -	€ -
Inkoopkosten producten voor verkoop	€ 69,524	€ 37,500	€ 69,528	€ 45,000
Overige lasten (Bedrijfsvoering)	€ 36,650	€ 7,083	€ 76,478	€ 8,500
TOTALE LASTEN	€ 4,529,097	€ 4,453,065	€ 4,899,025	€ 4,983,900

RESULTAAT

	€ -227,176	€ -229,337	€ -187,348	€ -179,900
Baten ETPL	€ -		€ -	
Lasten ETPL	€ 4,094		€ 4,094	
Resultaat ETPL	€ -4,094		€ -4,094	
RESULTAAT INCL ETPL	€ -231,270	€ -229,337	€ -191,442	€ -179,900

3. Budget 2026

Introduction

Since 2021, the KNCB has reported a profit in only one year, and over the past decade, just three years have ended positively. Financial results have been heavily dependent on World Cup qualifications and high-performance activities, with losses occurring even in years of increased revenue.

This pattern highlights the ongoing challenges faced by any KNCB board, which must continually adapt and reorganize in response to financial volatility. While such fluctuations are difficult for both domestic and high-performance cricket, they pose an unacceptable risk to the stability of domestic cricket, which must be protected from the uncertainties inherent in high-performance operations.

- **2018:** Loss year, with ICC as main funder and costs outpacing income.
- **2019:** Exceptionally strong year, driven by increased ICC funding and a one-off Euro T20 Slam profit.
- **2020–2022:** Volatility returns; costs rise, and results are negative except for years with World Cup qualification or special events.
- **2023:** Only other profit year, due to World Cup ODI qualification and sponsorship.
- **2024–2025:** Revenue pressure (especially sponsorship), cost increases, and reliance on ICC funding remain key risks.





The Board aims to reduce long-term dependency on ICC funding. To achieve this, a new strategy has been launched focused on:

- Attracting long-term private partnerships,
- Securing event-specific partners, including for the ICC Men's T20 World Cup in India,
- Developing a stronger commercial value proposition for Dutch cricket as participation and visibility increase.
- Events as revenue drivers - In the short term, the Board is committed to generating additional revenue through organising events, especially around Netherlands men's home fixtures. These events not only strengthen finances but also increase visibility of the sport.
- EPTL Franchise - Another route to additional funding is the KNCB's participation in the EPTL franchise, in cooperation with Ireland and Scotland — an initiative designed to create new commercial streams and elevate European cricket

A longer-term focus is required, aimed at greater stability, certainty, as well as a much greater focus on financial and cost control. This has been the key focus of the KNCB during 2025 and in the preparation of the 2026 budget.

This renewed focus on stability and cost control is not just about managing risk - it's about creating the foundation for future growth, improved services to clubs, and a thriving cricket community.

While recent years have highlighted the volatility of relying on World Cup results, the KNCB is now taking decisive steps to build a more resilient and sustainable financial foundation for Dutch cricket

These steps will ensure clubs receive the support and resources they need to thrive, regardless of external uncertainties.

Approach

The KNCB exists for and because of the clubs. A sustainable future requires that domestic cricket becomes cost-covering. This is not simply a financial exercise — it is a strategic choice to strengthen the quality-of-service delivery to clubs.

When domestic cricket finances are sustainable, we can:

- Reinvest directly into better competitions,
- Improve club services and communication,
- Strengthen grassroots development,
- Expand support for youth, women's cricket, and volunteers,
- Deliver more consistent training and development pathways for umpires, scorers and coaches.

By ensuring that domestic cricket pays for itself, we free up resources and leadership attention to invest in growth and in a strong High-Performance programme — without weakening the core service to clubs.

Insights impacting decisions:

- The ICC have warned to expect a 30% revenue decrease in 2028 when their media contracts come up for renewal. This knowledge necessitates the KNCB to prepare immediately and do everything we can to safeguard domestic and HP cricket by taking the necessary measures.
- One of the key observations and recommendations will be to increase the player contributions, which is one of the few mechanisms the KNCB has at its disposal to ensure domestic cricket remains adequately funded, especially to ensure we safeguard domestic cricket from the HP WC funding fluctuations.
- A strong need to improve service levels to clubs requires a strengthened management team as well as additional operation and cricket development support, while ensuring a flatter, more lean and efficient organization.
- Increasing player contributions is a crucial step to ensure that domestic cricket remains well-funded and vibrant, especially as we prepare for future uncertainties in external funding.



Key presentation changes:

Several key changes in presentation will be observed when looking at the 2026 budget numbers:

- Pass through revenues excluded – several income types, included as revenue in past financial publications, do not meet the requirement as being disclosed as revenue. For example, ICC events, where there is no markup applied. Under Dutch GAAP, whether the entity acts as the agent or principle determines whether revenues and costs should be recorded separately or netted off. In the case of ICC events, the KNCB acts as an agent to the ICC and therefore the revenues and cost will no longer be represented separately in financial statements. No prior year restatement is required, however.
- Similarly, regarding other domestic revenue streams such as sale of balls and matts, where no markup is applied, these revenues are to be applied towards decreasing the reported costs, as opposed to a separate revenue.

The result of the above is a lowered revenue and cost, which should be considered when inspecting the below financial outlooks presented. The 2025 budget and prognosis have already been added to below restated numbers for context.

Zero based budgeting:

A further presentation change you will observe is the format of the numbers presented. As part of the Zero-Based budgeting (ZBB) approach followed, the previous formats were consolidated into single data file structures, to enable better financial transparency, analysis and scenario planning.

The ZBB principles applied:

- Management teams were asked to start from a blank page when requesting 2026 budgets.
- Every single budget line was considered optional to begin with, and only after discussion between Management team member, CEO and Treasurer (and relevant KNCB board member where required) was a budget item cleared to be included in any of the scenarios presented.
- The first draft of the management budget ask started at a net result of €-644 000.
- In total €761k costs were removed/ reduced/ rejected from initial ZBB submission.

HP and Domestic cricket separation:

Another key change in approach involved separating Domestic Cricket (Operations/ Bedrijfsvoering/ Development) from High Performance. This is not a legal separation but rather a management reporting choice/ construct, to enable transparency on revenues, cost and ultimately results.

Benefits of separating the numbers include:

- Better understanding funding needs for each area while helping improve decision making and scenario planning, both short and longer term.
- Each pillar becomes financially responsible for its own programme and growth
- It prevents trade-offs where High-Performance spending unintentionally limits domestic competition quality—or vice versa
- The board retains the ability to cross fund each area, but can do so consciously.

Today, both pillars are not financially self-sufficient. High Performance revenues are, in practice, helping to cover the domestic cricket costs. A healthy financial foundation means each pillar should be sustainable on its own, allowing domestic cricket to grow and allowing High Performance to compete globally.

Why this matters for clubs:

Financial stability is essential to maintain and strengthen:

- Domestic competitions,
- Club support and services,
- Youth and women's development programmes,



- Coaching and umpire development,
- Efforts to grow the game nationwide.

Management team costs were divided 50/50% for Marcomm, Office and CEO functions.

Scenario's

The process followed in planning the 2026 budget, apart from the above listed items, included scenario planning. Below bullets and tables outline what each scenario represents and what key items are or are not included:

- Scenario A – Baseline minimum budget to be requested. This includes what the board considers the absolute minimum we can ask for approval for to ensure the KNCB can deliver on our mandate to the clubs as well as running an ambitious high-performance program.
- Scenario B – Player Contributie increase proposal. NOC*NSF recommends (strongly) that player Contributies are a minimum of €30/ player and not following this advice could jeopardise the funding we receive from them. At present the KNCB amount is €7.50 and in 2024 ALV a decision was voted on with approval to increase this to €10 in 2026. This scenario recommends increasing the player Contributie to €20 in 2026, €30 in 2027 & €40 in 2028. The December ALV long-term outlook to be presented will explain the recommended increases after 2026, while the 2026 budget figures below highlight the need to ensure fairness in domestic cricket.
- Scenario C – In anticipation of securing a WC sponsor for the T20 WC, some HP costs have been reserved and will only be allowed in the event of such sponsor being secured.
- Scenario D – Upside. This scenario shows what is possible if we are successful on all upside potential, such as the Woman qualifying for the WC, the ETPL materializing and onboarding a structural sponsor.

At the ALV in December, members will be asked to vote on acceptance on all of the above.

The numbers

KNCB has taken the initiative, together with seven other High-Performance Associates, to prepare a joint position paper calling for greater and more stable ICC financial support. The financial committee was consulted for advice as part of this process. This collective effort has gained traction. Thanks to the leading role of KNCB, the ICC Chair and CEO invited the KNCB Chair and CEO to Lausanne for a direct discussion on financial sustainability for HP nations.

Alongside this ongoing dialogue, the ICC has already indicated an increased contribution for 2026, amounting to €400,000. This has been included in the baseline scenario A.

Furthermore, the board has included a line for **extraordinary items** to reflect a one-off cost arising from a matter that falls under strict confidentiality and privacy obligations. These obligations prevent us from sharing the specifics with the membership. This approach is standard practice in Dutch governance and employment law when confidential matters are involved. The Board confirms that the issue has been fully resolved and has no recurring financial impact on the KNCB.

Scenario A/ Baseline includes the following:

- New Director of Domestic Cricket
- New Marcomm & Sponsoring manager
- New Cricket development support officer
- New Operations support officer
- Dutch XI men 9 full year player contracts

Scenario B/ Contributie increase:

- In addition to all items included in Scenario A, scenario B includes a player contribution increase from €7.50 to €20 in 2026. This results in a higher income of €88 534 for domestic cricket function and takes domestic cricket from a loss of €-35 160 to a profit of €51 797.



- While on face value it would be reasonable to ask if the increase is excessive if a breakeven scenario is required only, the answer lies in the long-term outlook (2027-2030) which will be further outlined during the ALV.
- In accordance with art. 18 lid 1 en lid 2 Statuten, this will be sent to the financial committee and discussed, where the financial committee will report to the ALV on the matter as well.
- Increasing player contributions is a crucial step to ensure that domestic cricket remains well-funded and vibrant, especially as we prepare for future uncertainties in external funding.

Scenario C/ WC Sponsorship:

- In this scenario an assumption is made regarding securing a sponsor for the T20 WC in February 2026.
- The amounts are estimated and based on the KNCB target pitches and engagement letters with potential sponsors. More details around sponsorship, what the effort and approaches are will be presented during the ALV.
- The amounts also include commissions and activation fees/costs
- Finally, in this scenario, certain HP budget costs will be allowed to activate, while without such a sponsor onboard, the KNCB will continue to avoid these additional costs for the HP program. These costs include certain support staff and touring costs.

Scenario D/ Upside:

- This scenario includes all potential upsides and illustrates what is still possible:
 - ETPL €150k
 - Woman WC qualification €450k
 - Structural sponsor €400k, split €100k domestic cricket and €300k HP

By presenting multiple scenarios and involving members in key decisions, the KNCB ensures that every voice is heard and that our collective future is shaped together.

At the ALV, and also the pre-ceding “Financieel vragenuurtje” the board will expand on the below proposed budget numbers and details.

KNCB Budget			2025 Budget	2025 Prognosis	Baseline	Contributie	WC Sponsor	Structural Sponsor
Organization	Revenue/ Cost	Dept			2026			
Domestic Cricket	Revenue	ICC Scorecard	893,294	893,288	967,577	966,000	966,000	966,000
		Contributie	58,423	60090	58,423	146,957	146,957	146,957
		Sponsor						200,000
		Marketing	-	-	25,000	25,000	25,000	25,000
	Revenue Total		951,717	953,378	1,051,000	1,137,957	1,137,957	1,337,957
	Cost	Bedrijfsvoering	(445,425)	(580,472)	(531,706)	(531,706)	(531,706)	(556,706)
		Cricket Developmen	(149,762)	(171,948)	(203,545)	(203,545)	(203,545)	(203,545)
		ICC Events	-	-	-	-	-	-
		Operations	(377,055)	(212,110)	(295,909)	(295,909)	(295,909)	(303,409)
		Marketing	(129,000)	(186,090)	(55,000)	(55,000)	(55,000)	(55,000)
Domestic Cricket Total		(1,101,242)	(1,150,620)	(1,086,160)	(1,086,160)	(1,086,160)	(1,118,660)	
HP	Cost Total		(149,525)	(197,242)	(35,160)	51,797	51,797	219,297
	Revenue	Structural Sponsor	48,000	48,000	-			300,000
		WC Sponsor					304,000	304,000
		WC Qualifications		360,000	90,000	90,000	90,000	540,000
		ETPL						150,000
		ICC Grant	1,836,300	1,817,104	2,045,565	2,045,565	2,045,565	2,045,565
	Revenue Total		1,884,300	2,225,104	2,135,565	2,135,565	2,439,565	3,339,565
	Cost	High Performance	(1,865,391)	(2,196,204)	(1,966,526)	(1,966,526)	(2,191,526)	(2,246,664)
		Operations	(49,200)	(23,200)	(16,000)	(16,000)	(16,000)	(16,000)
	Cost Total		(1,914,591)	(2,219,404)	(1,982,526)	(1,982,526)	(2,207,526)	(2,262,664)
HP Total			(30,291)	5,700	153,039	153,039	232,039	1,076,901
Net result before extraordinary items			(179,816)	(191,542)	117,879	204,836	283,836	1,296,198
Extraordinary items				10,000	(116,987)	(116,987)	(116,987)	(116,987)
Net result after extraordinary items			(179,816)	(181,542)	892	87,849	166,849	1,179,211