



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

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Executive Director

Report on budgetary and financial management

Financial year 2020

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1. Introduction

This report summarises the outcomes of the budgetary and financial management carried out by the European Medicines Agency during the financial year 2020. It outlines the financial situation, budget evolution and the events which had a significant influence on activities during the year.

It provides qualitative and quantitative information on the operational performance of the past financial year, reports in more detail on any difficulties in the implementation of the budget and provides additional, useful information for the budgetary authority and the European Court of Auditors.

It is issued in accordance with Art. 64 of Regulation (EC) No726/2004 of the European Parliament and of the Council, of 31 March 2004, and Article 103 of the EMA's Financial Regulation of 1 July 2019.

The European Medicines Agency is a fee-funded agency, with 84.22% of its 2020 revenue stemming from fees paid by the pharmaceutical industry for services provided.

Highlights for 2020

- ✓ The COVID-19 pandemic had a profound impact on the Agency's activities in 2020, with staff working from home and all meetings moving online from mid-March. Thanks to the resilience of the Agency's IT infrastructure, and its staff, the Agency was able to continue delivering on its core responsibilities while realising budgetary savings.
- ✓ The financial consequences of Brexit, i.e. the Agency's relocation from London to Amsterdam, continued to be felt in 2020, with reported expenditure estimated at EUR 56.23 million. Point 4.2.2 below provides more details.
- ✓ The financial outturn, a surplus of approx. EUR 4.4 million, representing 1.08% of total revenue, was caused mainly by higher than budgeted fee-related income being collected at the end of the year.
- ✓ The agency managed to achieve outcomes below or close to the guidance ceilings for amounts carried forward (C1 to C8): title I (10%), title II (20%) and title III (30%), with the following percentages realised: title I: 4.6%, title II: 20.7%, title III: 31.5%. More details can be found under point 3.6 below.
- ✓ 14 transfers were carried out in 2020. Transfers mainly funded an increase in IT projects and activities and an increase in activities related to scientific applications (rapporteurs, translations and scientific studies). Point 3.7 below provides more details.
- ✓ The adopted budget was increased through an amending budget (AB01), which provided more funds for IT projects and activities and for the increase in activities related to scientific applications (rapporteurs and scientific studies). Point 3.8 below provides more information.
- ✓ The Agency received external assigned revenue stemming from incentives from the Dutch government and internal assigned revenue stemming from the sub-letting of its former headquarters in Canary Wharf, London. In accordance with the Financial Regulation, these funds are managed outside the adopted budget. Detailed reporting is included under point 5 below.

This report should be read in conjunction with other reports in order to have the full picture of the agency's budgetary and financial management. For information about the agency's business objectives and the level of achievement, please refer to the Annual Activity Report and the Annual Report. For further financial information, please refer to the financial accounts.

2. 2020 work programme vs. budget

The 2020 budget should be considered in conjunction with the 2020 work programme in that it sets out to provide the financial and human resources necessary for the implementation of the work programme.

Constraints

2020 saw a number of constraints impacting on the realisation of the Agency's work programme, with business continuity planning in place, first due to Brexit and the Agency's move to the Netherlands, and, then due to the COVID-19 pandemic. This resulted in some non-core activities being put on hold or scaled back.

2020 was the year when the Agency moved into its new purpose-built building. As such, we expect the cost of building and facilities to stabilise, after years of considerable fluctuation, in particular due to the payment of incentives related to the sub-letting of the Agency's former headquarters in London. The Agency received an additional contribution from the EU budget to cover part of the additional Brexit-related expenditure.

The establishment plan saw a minor increase in temporary agent posts of 0.85% ($591+5 = 596$), earmarked for the implementation of the new veterinary legislation, and a small decrease in the number of CAs ($230-2 = 228$). There was thus no provision for additional staff to cover the increase in core activities. As an indicator of the increase in core activities, please note that fee income increased by 7.80%.

Further constraints continued to be felt due to the loss of interim staff and contractors caused by the move to the Netherlands, as well as the resignation of staff members who, for personal reasons, were unable to settle in the new duty station.

Mid-year review

The mid-year review of the work programme and budget resulted in the identification of additional revenue which was allocated to activities identified by the Agency's Executive Board (EXB), mainly in the areas of IT projects and scientific studies, which rely heavily on outsourcing of tasks. The additional revenue and areas of expenditure were the background for an amending budget, adopted by the Management Board in September. Point 3.7 below provides more details.

3. Financial management in general

3.1. Performance against KPIs

The key performance indicators (KPIs) applicable to the implementation of the budget are listed in the table below:

Table 1: KPIs for budget implementation

		target	2020 result	2019 result
1.	Implementation of expenditure appropriations	95%	98.83%	98.56%
2.	Payment against appropriations carried forward from N-1	95%	95.49%	94.99%
		guidance		
3.	Implementation of revenue appropriations	95-105%	104.30%	96.29%
4	Maximum rate of carryover to year N+1 of total commitments within title			
4.a	Title I, staff expenditure	10%	4.62%	2.24%
4.b	Title II, infrastructure and operating expenditure	20%	20.71%	10.84%
4.c	Title III, operational expenditure	30%	31.47%	29.53%
	Average		20.61%	15.74%

These performance indicators are important measurements of the Agency's budget management, used internally and are also subject to scrutiny by the European Commission and the budget authority (Council and European Parliament).

Moreover, failure to meet the targets for the implementation of appropriations (KPIs 1 and 2 above), can have consequences for the amount of EU contribution paid to the Agency's budget in the subsequent year, causing a 2% reduction in the amount of the contribution for each KPIs missed (i.e. a total reduction of 4%, but only on the contribution received from the EU budget).

The ceilings under KPI 4 are those applied by the European Court of Auditors for their audit work and are for guidance only.

3.2. Budget overview

Authorised appropriations in the European Medicines Agency's initial budget for 2020 totalled EUR 358,071,000, representing a 7.54% increase over the 2019 initial budget (EUR 332,959,000).

One amending budget was processed in 2020 in order to include revenue from the 2018 budgetary surplus to be claimed from the European Commission, increase expected revenue from scientific applications and decrease revenue from the 2020 EU contributions to match revised expectations. The resulting final budget amounted to EUR 369,749,000.

A table summarising the evolution of the budget can be found at Annex I, which compares the outturn against the initially adopted budget and against the 2019 outturn.

Annex II provides details of the implementation of assigned revenue and Annex III details of transfers carried out in 2020.

3.3. Revenue (income from evaluation activities and EU contribution)

As stipulated in the Financial Regulation, budget revenue is based on cash received in terms of fees for applications for marketing licenses for pharmaceutical products and for post-authorisation activities, contributions from the European Union, as well as for various administrative activities.

Total C1 revenue entered in the accounts as at 31 December 2020 amounted to EUR 376,246,022.54 (2019: EUR 339,889,499.26).

Of total C1 income, 84.22% derived from the evaluation of medicines and other business-related activities, 15.65% from the European Union budget, including positive outturn from the previous year, to fund various public health and harmonisation activities, and 0.13% from various sources (2019: 89.15%/10.77%/0.09%).

Assigned revenue (external, R0, and internal, CL), which is handled outside the adopted budget, totalled EUR 27.46 million, cf. point 5 below for more details.

The chart below provides the breakdown by type of revenue in the adopted budget, i.e. fund source C1.

Figure 1: breakdown of C1 revenue by type

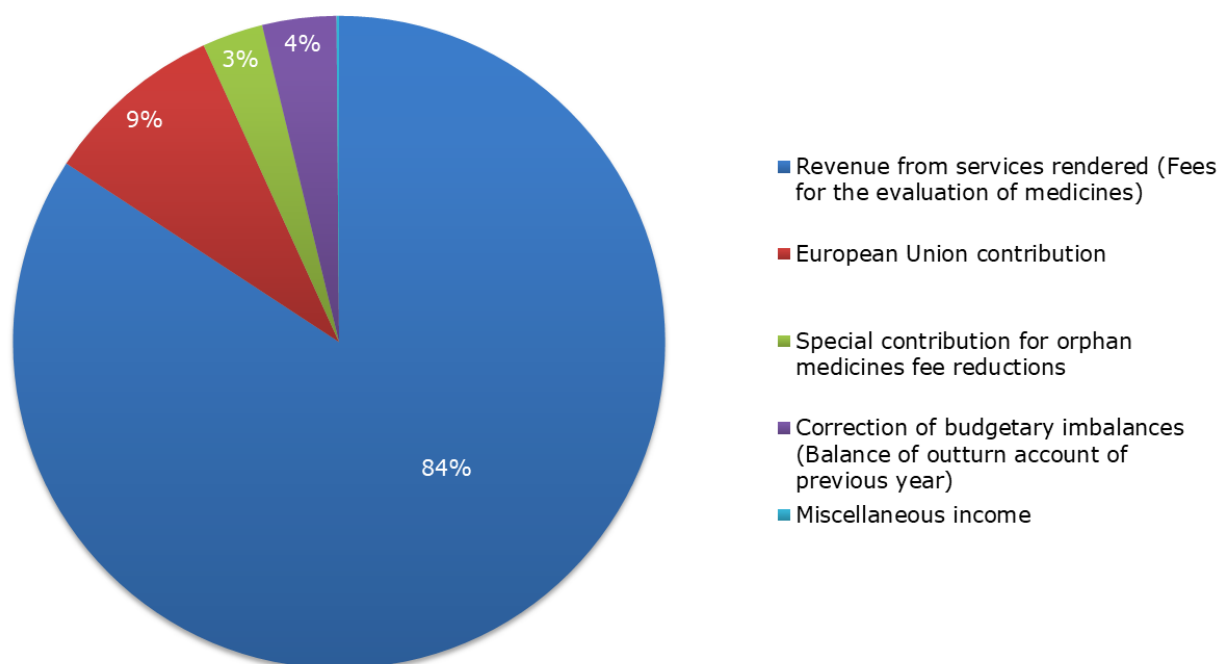


Table 2 below details the implementation of the revenue budget of the European Medicines Agency.

Table 2: implementation of 2020 revenue appropriations

Appropriation type	EUR or %
I. Appropriations in general	
Initial appropriations	358,071,000.00
Amending budget	11,678,000.00
Final appropriations	369,749,000.00
II. Use of appropriations	
Recovery orders 2020 and earlier	421,396,714.08
Representing in % of final appropriations	113.97%
Cash receipts against recovery orders 2020 and earlier	376,246,022.54
Representing in % of final recovery orders	89.29%
III. Amounts established in 2020	
Recovery orders 2020 only	385,639,097.59
Representing in % of final appropriations	104.30%
Cash receipts against recovery orders 2020 only	341,927,642.11
Representing in % of final recovery orders	88.67%
IV. Amounts unpaid from 2020 to be paid in 2021 or later	
Recovery orders for the evaluation of medicinal products (fees)	45,076,063.66
Other recovery orders	74,627.88
V. Amounts unpaid in 2019 or earlier, received in 2020	
Recovery orders for the evaluation of medicinal products (fees)	34,318,253.98
Recovery orders for EU contribution	0.00
Other recovery orders	126.45
VI. Total revenue, C1, C11	376,246,022.54
VII. Waivers and cancellations of amounts receivable, all fund sources	
Recovery orders waived or cancelled by the authorising officer in accordance with Article 62 Financial Regulation	334,183.18
VIII. Waivers of fees and charges (excluding waivers for orphan medicines)	
Reductions deriving from paediatric or micro, small- and medium sized enterprises, advanced therapies and variations legislation	14,673,428.99
Other reductions in accordance with Article 9 of the Fee Regulation	5,650,100.00

3.4. Expenditure (commitments and payments)

Of the adopted budget, i.e. fund source C1, commitments totalled EUR 365,433,231.93, or 98.83% of final appropriations (2019: 98.56%). Payments totalled EUR 290,132,295.87, or 79.39% of commitments (2019: 84.26%). For details on the implementation of expenditure see Table 3 below.

The chart below provides a breakdown of types of expenditure by business area.

The use of expenditure appropriations stemming from assigned revenue (R0 and CL) is detailed under point 5 below.

Figure 2: breakdown of C1 expenditure by business area

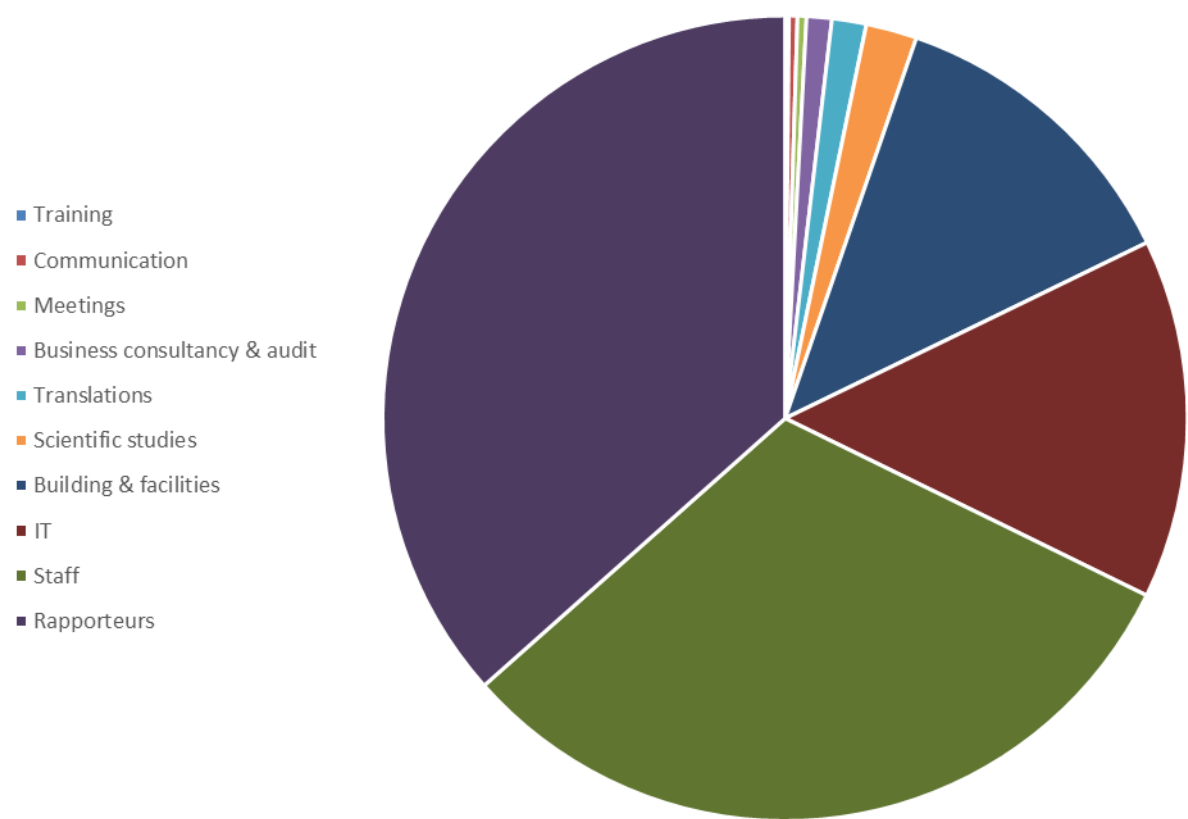


Table 3: implementation of 2020 expenditure appropriations, adopted budget

Appropriation type	EUR or %
I. Appropriations in general	
Initial appropriations	358,071,000.00
Amending budget	11,678,000.00
Final appropriations	369,749,000.00
II. Use of 2020 appropriations	
Commitments	365,433,231.93
Representing of final appropriations	98.83%
Payments	290,132,295.87
Representing of final commitments	79.39%
III. Carry-over from 2020 to 2021	
<i>Carry-over of administrative appropriations</i>	22,467,468.91
<i>Carry-over of operational appropriations</i>	52,833,467.15
Total automatic carry-over	75,300,936.06
Representing of final appropriations	20.37%
Representing of final commitments	20.61%
IV. Cancellation of 2020 appropriations	
Appropriations cancelled	4,315,768.07
Representing of final appropriations	1.17%
V. Carry-over from 2019 to 2020	
Automatic carry-over, C8	
<i>Carry-over of administrative appropriations</i>	11,662,303.60
<i>Carry-over of operational appropriations</i>	42,127,720.11
Total automatic carry-over	53,790,023.71
Payment against carry-over	51,366,115.00
Total automatic carry-over unused	2,423,908.71
Representing of carry-over	95.49%
VI. Total expenditure, C1 and C8	365,433,231.93

3.5. Implementation of appropriations carried forward from 2019 to 2020

Automatic carry-forward from financial year 2019 to 2020, i.e., fund source C8, totalled EUR 53,790,023.71. Payments against these appropriations equalled EUR 51,366,115.00 (95.49%) of appropriations (2019: 94.94%) and EUR 2,423,908.71 were cancelled.

Table 4: automatic carry-forward from 2019 to 2020, per title

Title	Total commitments	of which carried over	
	EUR	EUR	%
1 : Staff	115,386,743.11	2,588,345.17	2.24%
2 : Building and equipment	83,734,373.40	9,073,958.43	10.84%
3 : Operational expenditure	142,647,871.85	42,127,720.11	29.53%
Total	341,768,988.36	53,790,023.71	15.74%

3.6. Appropriations carried forward from 2020 to 2021

Automatic carry-forward to financial year 2021, C1 to C8, totalled EUR 75,300,936.06, or 20.61% of appropriations (total carried forward from 2019 to 2020: EUR 53,790,023.71, or 15.74%).

Table 5: automatic carry-over from 2020 to 2021, per title

Title	Total commitments	of which carried over	
	EUR	EUR	%
1 : Staff	114,634,112.13	5,292,521.64	4.62%
2 : Building and equipment	82,926,883.31	17,174,947.27	20.71%
3 : Operational expenditure*	167,872,236.49	52,833,467.15	31.47%
Total	365,433,231.93	75,300,936.06	20.61%

As a guideline, carry-forward should remain below ceilings of 10%, 20% and 30%, for titles 1, 2 and 3 respectively.

Carry-forward of administrative expenditure (titles 1 and 2) were affected by a change of rules which meant that commitments must cover the full contract value and no longer be split into annual instalments.

Carry forward in title 3 increased mainly as a result of the additional appropriations made available through the amending budget, AB01, adopted in September 2020, with commitments and contracts put in place by October and a considerable amount of the contracted services being deliverable in 2021, which resulted in the relevant commitments being carried forward.

3.7. Budget transfers

In line with Art. 26 of the Financial Regulation, the Executive Director may make unlimited transfers within a title and of up to 10% of appropriations from one title to another. Transfers *per se* are not an indication of deficiencies in financial management but are a necessary tool to adjust the budget in a changing environment, e.g. resigning staff members receiving allowances related to their departure rather than their salaries, increased expenditure due to exchange rate fluctuation, etc.

During 2020 no transfers were made which exceeded the 10% ceiling for transfer between titles. Of the fourteen transfers, thirteen involved expenditure appropriations and two revenue appropriations.

The transferred expenditure appropriations were primarily needed to cover additional commitments for rapporteur payments and scientific studies, due to the increase in the number of scientific applications and the COVID-19 pandemic, as well as IT project development, as approved by the EXB.

Annex III provides details of all transfers carried out in 2020.

3.8. Amending budget

The mid-year review of the work programme and budget resulted in the identification of an increase of revenue from scientific applications as well as the need to recognise the financial outturn from 2018. In addition, it was agreed that the Agency would not claim the full amount of EU contributions available in 2020, mainly because the number of applications for orphan medicinal products (OMPs) were lower than initially expected.

As such, the amending budget increased revenue by a net total of EUR 11,678,000.

The EXB decided to allocate the expenditure appropriations to a number of activities, including two IT projects:

- regulatory business process optimisation programme (RBOP), which aims to improve the regulatory business processes;
- electronic product information (ePI), which aims to introduce electronic information for all approved medicines in the EU.

In addition, appropriations were allocated to:

- the provision of scientific studies and services, to fund studies of benefit/risk assessments, efficacy of innovative clinical trials and the COVID-19 pandemic response;
- IT hardware investments, brought forward from 2021;
- advisory services aimed at improving training activities, organisational agility and integration, streamlining of project governance.

Moreover, appropriations on several budget lines for staff related expenditure were reduced to match revised expenditure plans, as were appropriations for meetings where the COVID-19 pandemic resulted in only remote meetings taking place from March 2020.

Table 6: amending budget 01-20

	Item No.	Fund source	Item Heading	Amount
	1000R	C1	Fees collected (Reg. (EU) 297/95)	3,822,246
	2000R	C1	European Union and EEA contribution	-824,500
	2010R	C1	Special contribution for OMPs and EEA contribution	-5,122,500
	7000R	C1	Correction of budgetary imbalances	13,802,754
TOTAL				11,678,000
	1101	C1	Family allowances	-100,000
	1114	C1	Basic salaries & allowances for contract agents	-500,000
	1190	C1	Weightings	-1,500,000
	1601	C1	Interim services	-1,200,000
	2000	C1	Rent	5,000,000
	2110	C1	Hardware & software	1,680,000
	2800	C1	Business consultancy & audit services	1,330,000
	3000	C1	Reimbursement of persons attending meetings	-1,840,000
	3010	C1	Evaluation of medicinal products	1,608,000
	3030	C1	Scientific studies & services	2,200,000
	3105	C1	Business IT development	5,000,000
TOTAL				11,678,000

3.9. Cancellation of appropriations

Expenditure appropriations should be understood as estimates of requirements, and not as an entitlement to create the corresponding commitments. Being reliant on fee income, as the agency is, this means that the level of cancelled expenditure appropriations does not indicate delays in the implementation of the work programme but should rather be considered the result of stringent monitoring of actual revenue and adjustments to the expenditure.

Of the adopted budget, expenditure appropriations totalling EUR 4,315,768.07 remained unused, corresponding to 1.17% of final appropriations (2019: EUR 4,993,011.64, 1.44%).

The underuse of commitment appropriations is within the acceptable range, and around 1%-3% for each title. Details can be found in Annex I.

3.10. Payment of interest on late payments

In compliance with the Agency's standard contract, established in accordance with Art. 77 of the Financial Regulation, the terms of payment are 30 days upon receipt of a valid invoice. If these terms are not respected, from day 31 until the actual day of payment, default interest accrues at the rate applied by the European Central Bank to its principal refinancing operations, as published in the C series of the Official Journal of the European Union, increased by 8%¹. The default interest accrued is paid automatically to the supplier/contractor if it amounts to more than EUR 200 at the time of payment of the valid invoice.

¹ in accordance with Article 116 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council

In 2020, 1,332 payments out of a total of 30,615, i.e. 4.35% of all payments, were made later than 30 days after receipt of a valid invoice (2019: 2.41% of all payments). This resulted in default interest of EUR 12,638.45 being paid to suppliers and contractors (2019: EUR 7,706.95).

Table 7: breakdown of late payments and default interest

	Payments*		Of which late payments		Interest accrued	Interest =>
	Number	EUR	Number	EUR	EUR	EUR 200
Supply and other services	21,524	227,218,802	217	10,100,960	18,822	12,638
Evaluation services (NCAs)	9,069	137,142,722	1,115	19,957,205		

(*) gross amounts paid to third parties, including VAT and taxes

4. Financial management by chapter

Hereafter follows further analysis of the evolution of revenue (based on cash collected) and expenditure (based on commitments) in 2020. It contains information at title/chapter/article level for revenue and expenditure. Detailed information per chapter, for both revenue and expenditure, can be found in Annex I.

4.1. Revenue

4.1.1. Stable vs. cyclical revenue

In budgetary terms, EUR 147.0 million (39.08% of total 2020 revenues) represent the proportion which can be considered stable, since it relates to annual product maintenance fees received for both human and veterinary medicines activities, and EU contributions. In contrast, 60.92% of total revenue depended on cyclical business activities.

Table 8: Stable and cyclical sources of revenue

	2019 Actual	% of total	2020 Actual	% of total
Stable revenue for the Agency	128,569,301.58	38.99%	147,032,841.80	39.08%
<i>EU subsidies and contributions</i>	<i>21,028,564.00</i>	<i>6.38%</i>	<i>45,078,000.00</i>	<i>11.98%</i>
<i>External assigned revenue</i>	<i>95,237.70</i>	<i>0.03%</i>	<i>0.00</i>	<i>0.00%</i>
<i>Annual fees</i>	<i>107,445,499.88</i>	<i>32.59%</i>	<i>101,954,841.80</i>	<i>27.10%</i>
Cyclical business revenue	186,507,558.26	56.56%	214,933,976.71	57.13%
Revenue from miscellaneous activities	14,661,278.62	4.45%	14,279,204.03	3.80%
Total revenue	329,738,138.46	100.00%	376,246,022.54	100.00%

4.1.2. Waiver of recovery orders / acceptance requests

Art. 66 of the Financial Regulation stipulates that recoveries established can, under certain, well-defined circumstances, be partly or fully waived by the authorising officer.

In 2020, recovery orders for a total of EUR 334,183.18² were waived.

On fund source, C1, adopted budget, one partial waiver, amounting to EUR 71,145.00, was made due to the liquidation of the company making recovery impossible.

The remaining waivers on C1 covered multiple debtors and invoices for parallel distribution charges and pharmacovigilance fees where the insolvency of the debtors had been confirmed in writing or there was evidence of the status of the company in the national register.

² In accordance with Art. 101 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council, any waiver for an amount above a value of €60,000 must be reported separately

In addition, one waiver on fund source R0, external assigned revenue, amounting to EUR 81,296.43 and relating to the use of the incentives earmarked for the fitting-out of the Agency's headquarters in Amsterdam, was made in order to match revenue and expenditure appropriations.

4.2. Expenditure

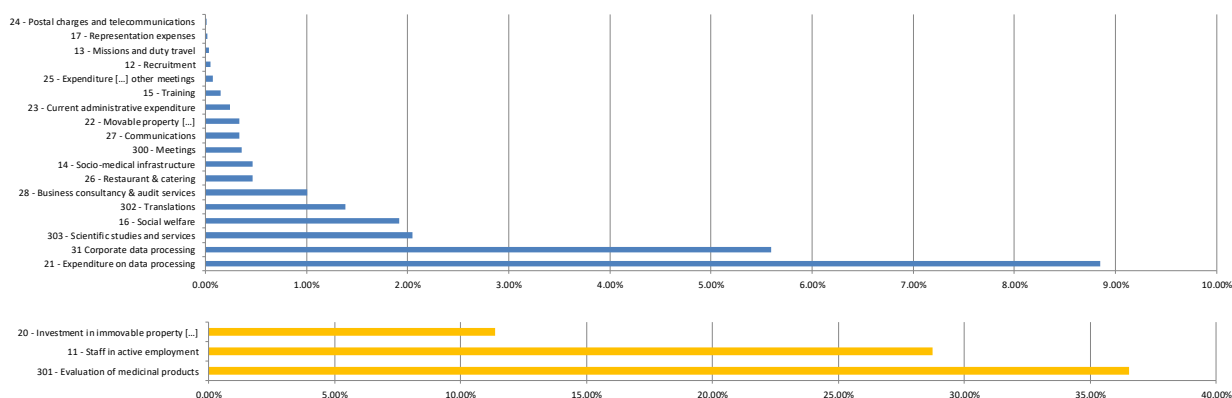
4.2.1. Details on expenditure items

In 2020 the three chapters and articles with the highest amounts committed accounted for 88.28% of total commitments (2019: 86.03% of total commitments). They were:

- Article 301 'Evaluation of medicinal products', 36.55% (2019: 35.58%).
- Chapter 11 'Staff in active employment', 28.73% (2019: 31.21%)
- Chapter 20 'Investments in immovable property, renting of buildings and associated costs', 11.37% (2019: 14.90%).

Detailed information at chapter and article level can be found at Annex I.

Figure 3: Distribution of 2020 expenditure by chapter (chapter 30 by article):



4.2.2. Brexit-related expenditure

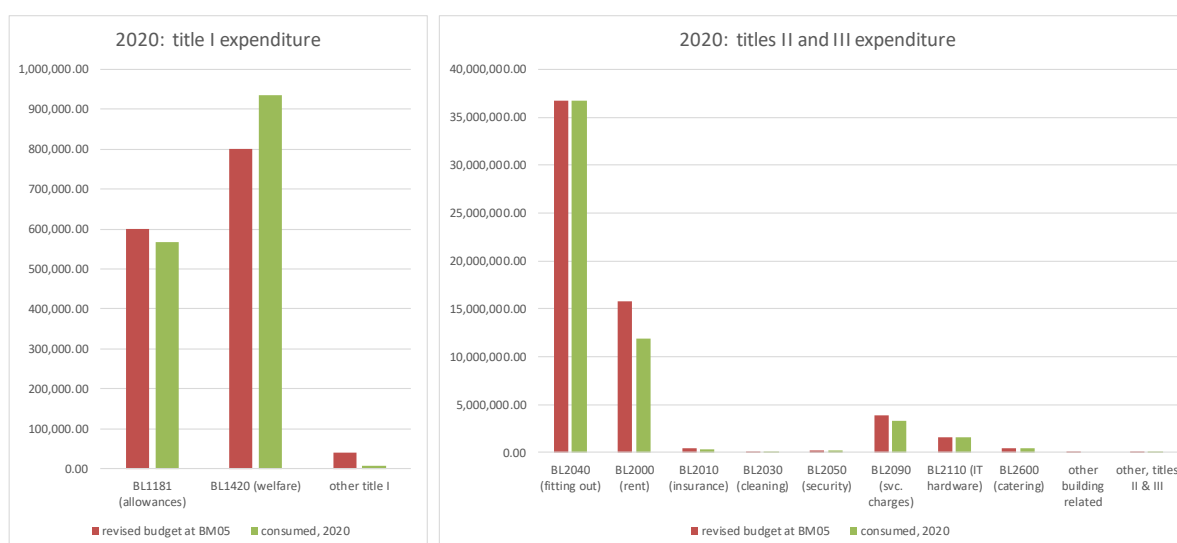
Financial planning for 2020 included Brexit expenditure estimated at EUR 73.8 million. Key expenditure items include cost related to incentives on 30 Churchill Place, fitting-out of the EMA building in Amsterdam and staff members' transfer to the Netherlands.

Planning for 2020 also included an estimated 10 FTEs (full-time equivalent) dedicated to Brexit-related activities. The actual hours recorded for the year amounted to 8.5 FTEs.

Final expenditure is estimated at EUR 56.23 million of which EUR 27.1 million were covered by assigned revenue.

The Agency budgeted assigned revenue stemming from incentives from the Netherlands earmarked for the EMA building in Amsterdam, and from rent and service charges received from the sub-tenant of 30 Churchill Place. Details of assigned revenue can be found under point 5 below.

The tables below provide details of actual expenditure incurred in 2020, all fund sources combined, as well as the estimated cost of the staff resources dedicated to working on Brexit activities.

Figure 4: Brexit-related expenditure

5. Appropriations from assigned revenue, fund sources R0 & CL

The Agency's available appropriations in 2020 included assigned revenue. In accordance with the revised Financial Regulation which came into effect on 1 July 2019, this revenue, matched by expenditure appropriations, is managed outside the adopted budget and under separate fund sources, i.e. R0 for external assigned revenue, and CL for internal assigned revenue.

The vast majority of the assigned revenue relates to the Agency's office buildings, with the remainder, approx. EUR 349,000, related to grants received from the EU budget to fund projects within the IMI and IPA programmes.

Table 9: Assigned revenue, 2020

I. External assigned revenue, R0	
Recovery orders	17,108,333.94
Cash receipts against recovery orders	14,258,333.94
Representing in % of recovery orders	83.34%
Recovery orders carried forward	2,850,000.00
Total revenue, R0	14,258,333.94
II. Internal assigned revenue, CL	
Recovery orders	20,001,197.80
Cash receipts against recovery orders	13,203,105.37
Representing in % of recovery orders	66.01%
Recovery orders carried forward	6,798,092.43
Total revenue, CL	13,203,105.37
III. Total revenue, R0, CL	27,461,439.31

Table 10: Assigned revenue, 2020, expenditure appropriations

I. External assigned revenue, R0, expenditure appropriations	
Payments	14,230,971.39
<i>Carried forward to 2022</i>	<i>3,132,281.55</i>
II. Internal assigned revenue, CL, expenditure appropriations	
Payments	18,308,517.08
<i>Carried forward to 2022</i>	<i>0.00</i>
III. Total expenditure, R0, CL	32,539,488.47

Background information

External assigned revenue (R0) stems from inducements related to the Agency's new headquarters in Amsterdam. In 2020, EUR 14.26 million were received and EUR 14.23 million consumed.

Internal assigned revenue (CL) stems from payments of rent, service and other charges received from the sub-tenant of the Agency's former headquarters in London. This revenue matches the payments made to the Agency's landlord in London. In 2020, EUR 13.20 million were received, with another EUR 6.80 million invoiced. CL expenditure amounted to EUR 18.31 million consumed.

While R0 and CL appropriations do not expire, the revenue and expenditure must balance over time.

Further details on the implementation of both fund sources can be found at Annex II.

Annex I – Budget evolution

Revenue, deviation from adopted budget and comparison against 2019 expenditure

Item	Heading	2019	2020	2020	2020	change, 2019-2020		2020 budget vs. commitments		Deviation, 2020 budget vs. implementation	Evolution, 2020 vs. 2019
		recognised income	adopted budget	final budget	recognised income	EUR	%	EUR	%		
1000	Fees collected (Regulation (EU) 297/95)	267,509,565.28	279,267,000.00	283,089,246.00	291,631,351.43	24,121,786.15	9.02%	8,542,105.43	3.02%	Budget appropriations were increased by EUR 3,822,246.00 through amending budget 01-20 reflecting the expected increase in scientific applications. Final income from evaluation services exceeded the final budget appropriations by EUR 8,543,105.43 (3.02%), due to higher numbers of applications, in particular related to variations, scientific advice and parallel distribution.	Fee income from evaluation services represented 77.51% of 2020 revenue (2019: 89.13%). The value of recovery orders / invoices for fees issued during the year, reflecting the level of activities, rose by EUR 51.74 million, or 15.50%, compared to 2019, whereas the value of cash-receipts increased by 9.02%.
1001	Fees collected (Regulation (EU) 658/2014)	26,443,492.86	27,506,000.00	27,506,000.00	25,257,467.08	-1,186,025.78	-4.49%	2,248,532.92	-8.17%	Final income from pharmacovigilance fees (PSUR, PASS, annual and referral fees) was EUR 2,248,532.92 (8.17%) lower than the adopted budget, while recover order amounted to €27.4 million. The difference is due to the timelag between issue of recovery order and receipt of cash.	The chapter accounted for 6.71% in 2020 (2019: 8.02%).
2000	European Union contribution	9,326,359.00	34,925,000.00	33,703,605.00	33,703,605.00	24,377,246.00	261.38%	-	0.00%	Appropriations were reduced through the amending budget in order to match expected requirements. They were further adjusted through transfer, in order to ensure full consumption of available funds.	This article accounted for 8.96% of 2020 revenues (2019: 2.83%).
2010	Special contribution for orphan medicinal products	11,702,205.00	16,100,000.00	11,374,395.00	11,374,395.00	-327,810.00	-2.80%	-	0.00%	Appropriations were reduced through the amending budget in order to match expected requirements for OMP fee reductions. Further adjustment by way of transfer ensured full consumption of available funds.	This article accounted for 3.02% of 2020 revenue (2019: 3.552%).
5200	Revenue from administrative operations and ancillary services	92,999.34	73,000.00	73,000.00	0.00	-92,999.34	-100.00%	-	-100.00%	No revenue was recognised in 2020, mainly due to the fact that bank deposits attracted negative interest.	Chapter 52 includes the income from administrative charges as well as bank interest. The chapter accounted for 0% of 2020 revenues (2019: 0.03%).
6000	External assigned revenue for projects and programmes	95,237.70	0.00	0.00	0.00	-95,237.70	-100.00%	-	n/a	No revenue was recognised for fund source C1, adopted budget, in 2020. Assigned revenue is handled under fund sources R0, for external assigned revenue, and CL for internal assigned revenue. These are reported separately.	Revenues received in 2019 related to a number of projects under the IMI programme, which previously were handled under fund source C1. They are now handled under fund source R0.
7000	Balance of outturn account of previous year	14,468,303.00	0.00	13,802,754.00	13,802,754.48	-665,548.52	-4.60%	0.48	0.00%	The amending budget incorporated the 2018 positive financial outturn, in order to allow for its consumption in 2020.	This chapter accounted for 3.67% of 2020 revenue (2019: 4.39%). Any surplus (positive outturn) from the previous budget year is posted here.
9000	Miscellaneous revenue	99,976.28	200,000.00	200,000.00	476,449.55	376,473.27	376.56%	276,449.55	138.22%	Cashed income exceeded appropriations due to one-off payments related to completed projects funded under the IMI programme. Fund source C1 was deemed appropriate since the initial project grants were also booked to C1.	This chapter accounted for 0.13% of 2020 revenue (2019: 0.03%).
Total		329,738,138.46	358,071,000.00	369,749,000.00	376,246,022.54	46,507,884.08	14.10%	6,497,022.54	1.76%		

Expenditure, deviation from adopted budget and comparison against 2019 expenditure

Chapter	Heading	2019	2020	2020	2020	Change 2019-2020		2020 budget v/commitments		Deviation, 2020 budget vs. implementation	Evolution, 2020 vs. 2019
		commitments	adopted budget	final budget	commitments	EUR	%	EUR	%		
11	Staff expenditure	106,653,925.02	105,214,000.00	105,095,000.00	104,979,006.27	-1,674,918.75	-1.57%	-115,993.73	-0.11%	Compared to the budget, there was lower expenditure on salary and allowances lines (lower expenditure on recruitment due to pandemic); higher expenditure on SNEs (new rules which stop commitment in annual instalments); higher expenditure on trainees (higher number of trainees); higher expenditure on social security, (higher pension contribution rate). A net amount of €1,981,000 was transferred into the chapter while AB01 reduced appropriations by €2,100,000, resulting in a net reduction of €119,000.	Chapter 11 accounted for 28.73% of 2020 expenditure (2019: 31.21%), constituting the second largest share of expenditure. 56.07% of chapter 11 expenditure related to items 1100 'basic salaries' and 1114 'CA salaries' and 8.12% to 1190 'weightings' (2019: 51.68% and 9.80%). Compared to 2019 when the London weighting was applied to salaries paid in January-March, expenditure on BL1190 has decreased by approx. €1.9 million. For the three budget items, BLs 1100, 1114 and 1190, commitments amounted to EUR 67.40 million (2019: €65.6 million).
12	Expenditure relating to staff recruitment	309,776.29	300,000.00	300,000.00	199,235.04	-110,541.25	-35.68%	-100,764.96	-33.59%	No change in appropriations, but lower expenditure due to only virtual interviews taking place during pandemic.	The chapter accounted for 0.05% of 2020 expenditure (2019: 0.09%).
13	Duty travel	1,196,653.70	1,010,000.00	219,000.00	137,782.04	-1,058,871.66	-88.49%	-81,217.96	-37.09%	There was less activity in 2020 due to the pandemic, with a total of 204 trips taking place. In 2020 198 business related trips, 5 training related trips and 1 long-stay trip were carried out. A total of €791,000 was transferred out of the chapter.	This chapter accounted for 0.04% of 2020 expenditure (2019: 0.35%). In 2019 a total of 1584 duty trips were carried out (duty trips: 1031, training trips: 112, relocation visits: 439, long stay: 1, fellowship: 1). The considerable reduction in duty travel between 20219 and 2020 was caused by the pandemic.
14	Socio-medical infrastructure	2,927,885.90	4,536,000.00	1,997,000.00	1,695,263.40	-1,232,622.50	-42.10%	-301,736.60	-15.11%	Less expenditure on contributions to staff members' child care and commuting costs, due to imposed working from home. A total of EUR 2,539,000.00 was transferred out of the chapter.	This chapter accounted for 0.46% of 2020 expenditure (2019: 0.86%).
15	Training	246,815.79	800,000.00	720,000.00	555,731.22	308,915.43	125.16%	-164,268.78	-22.82%	Access to training was reduced due to the pandemic. A total of €80,000 was transferred out of the chapter.	This chapter accounted for 0.15% of 2020 expenditure (2019: 0.07%).
16	External services	3,935,590.72	7,718,000.00	7,039,000.00	7,000,918.29	3,065,327.57	77.89%	-38,081.71	-0.54%	Lower expenditure on interim services than budgeted; 1st year using Dutch contracts; lower expenditure on administrative assistance from EU, higher expenditure on professional services (staff survey), higher expenditure on European schools. The chapter was reinforced by €521,000, while AB01 reduced appropriations by €1,200,000, resulting in a net reduction of €.679,000.	Chapter 16 accounted for 1.92% of 2020 expenditure (2019: 1.15%). Expenditure on interim services increased after the entry into effect of contracts for Dutch services and on European schools, reflecting a higher number of children enrolled.
17	Representation and events	116,095.69	160,000.00	78,000.00	66,175.87	-49,919.82	-43.00%	-11,824.13	-15.16%	Less activity due to the pandemic. A total of €82,000 was transferred out of the chapter.	Chapter 17 accounted for 0.02% of 2020 expenditure (2019: 0.03%). There was less activity compared to 2019 due to the pandemic.
Title I		115,386,743.11	119,738,000.00	115,448,000.00	114,634,112.13	-752,630.98	-0.65%	-813,887.87	-0.70%		

Chapter	Heading	2019	2020	2020	2020	Change 2019-2020		2020 budget v/commitments		Deviation, 2020 budget vs. implementation	Evolution, 2020 vs. 2019
		commitments	adopted budget	final budget	commitments	EUR	%	EUR	%		
20	Investment in immovable property, renting of buildings and associated costs	50,931,784.16	49,139,000.00	42,944,000.00	41,541,361.61	-9,390,422.55	-18.44%	-1,402,638.39	-3.27%	BL2000: additional provisions to cover rent on 30CP for Q4 and building service charges for EMA building, BL2040: lower expenditure on inducement on 30CP (paid in 2019), BL2090: lower expenditure than budgeted, since building service charges were paid out of BL2000 after update of the budget commentary. A total of €11,195,000 was transferred out of the chapter while AB01 increased appropriations by €5,000,000, resulting in a net decrease by €6,195,000.	Chapter 20 accounted for 11.37% of 2020 expenditure, compared to 14.90% in 2019.
21	Information and communication technology	22,522,427.51	27,423,000.00	32,628,000.00	32,334,229.36	9,811,801.85	43.56%	-293,770.64	-0.90%	BL2110: increased expenditure due to investment in new laptops for staff, BL2114: appropriations were increased by €4.1 millions in order to cover higher cost related to the pandemic (IT service desk resources, licenses) and as a consequence of new commitment rules, BL2115: expenditure reduced to €1.4 million due to delays to projects 'digitalisation of administration'. A total of €3,525,000 was transferred into the chapter, with AB01 providing an additional €1,680,000, totalling €5,205,000.	Chapter 21 accounted for 8.85% of 2020 expenditure (2019: 6.59%). The increase was mainly due to higher maintenance cost (BL2114: +€5.6 million) and higher investment in IT hardware (BL2110: +€3.6 million).
22	Movable property and associated costs	794,808.54	880,000.00	1,231,000.00	1,221,640.78	426,832.24	53.70%	-9,359.22	-0.76%	BL2203: lower usage of MFD due to pandemic, BL2210: higher expenditure due to investment in office screening furniture (pandemic measures). A total amount of €351,000 was transferred into the chapter.	Chapter 22 accounted for 0.33% of 2020 expenditure (2019: 0.23%).
23	Current administrative expenditure	5,460,622.20	871,000.00	1,126,000.00	886,939.65	-4,573,682.55	-83.76%	-239,060.35	-21.23%	BL2320: higher expenditure on financial charges, BL2359: higher expenditure on reception staff and staff parking cost (pandemic measures). Appropriations were increased by a total of €255,000 through transfer.	This chapter accounted for 0.24% of 2020 expenditure (2019: 1.60%). The decrease is mainly due to the implementation of expenditure related to the Agency's move to Amsterdam being largely completed in 2019.
24	Postage	123,024.00	65,000.00	48,000.00	35,404.32	-87,619.68	-71.22%	-12,595.68	-26.24%	Less expenditure on postal charges, higher use of electronic documents (pandemic measures). Appropriations were reduced by €17,000 through transfer.	This chapter accounted for 0.01% of 2020 expenditure (2019: 0.04%).
25	Other meetings	304,050.25	209,000.00	279,000.00	269,685.89	-34,364.36	-11.30%	-9,314.11	-3.34%	Increased cost due to additional memberships of professional bodies (Gartner subscription). Appropriations were increased by €70,000 through transfer.	This chapter accounted for 0.07% of 2020 expenditure (2019: 0.09%).
26	Restaurant and catering	1,924,634.84	1,549,000.00	1,843,000.00	1,703,201.05	-221,433.79	-11.51%	-139,798.95	-7.59%	Expenditure was higher than the initial budget. The increased canteen subsidy was maintained throughout the year and it was decided to retain all catering staff during the pandemic. Appropriations were increase by a total of €294,000 through transfer.	This chapter accounted for 0.47% of 2020 expenditure (2019: 0.56%). The decrease in expenditure was mainly related to running only one catering facility, in the EMA building.
27	Information and publishing	999,826.77	1,500,000.00	1,274,000.00	1,240,950.49	241,123.72	24.12%	-33,049.51	-2.59%	Expenditure was lower than the initial budget, reflecting the fact that some activities did not go ahead as planned, mainly in the area of data visualisation and mining and launching of EuroBarometer questionnaire. Appropriations were decreased by €226,000 through transfer.	This chapter accounted for 0.34% of 2020 expenditure (2019: 0.29%).
28	Business consultancy and audit services	673,195.13	2,010,000.00	3,701,000.00	3,693,470.16	3,020,275.03	448.65%	-7,529.84	-0.20%	Higher cost due to an increased number of organisational initiatives and projects requiring business consultancy input, as approved by EXB. Appropriations were increased by €361,000 through transfer and by €1,330,000 through AB01, totalling €1,961,000.	This chapter accounted for 1.01% of 2020 expenditure (2019: 0.20%). The increase from 2019 to 2020 reflects higher business consultancy input to project activities.
Title II		83,734,373.40	83,646,000.00	85,074,000.00	82,926,883.31	-807,490.09	-0.96%	-2,147,116.69	-2.52%		

Chapter / article	Heading	2019	2020	2020	2020	Change 2019-2020		2020 budget v/commitments		Deviation, 2020 budget vs. implementation	Evolution, 2020 vs. 2019
		commitments	adopted budget	final budget	commitments	EUR	%	EUR	%		
300	Meetings	6,499,016.88	7,805,000.00	1,354,000.00	1,309,091.79	-5,189,925.09	-79.86%	-44,908.21	-3.32%	The implementation of measures to control the COVID-19 pandemic meant that no physical meetings took place from April onwards. Appropriations were reduced by €4,611,000 through transfer and by €1,840,000 through AB01, totalling a reduction of €5,121,000.	Article 300 accounted for 0.36% of 2020 expenditure (2019: 1.90%). Compared to 2019, expenditure decreased by €5.2 million, caused by the fact that no physical meetings took place during the pandemic.
301	Evaluation of medicinal products	121,589,667.29	126,269,000.00	134,009,000.00	133,570,796.06	11,981,128.77	9.85%	-438,203.94	-0.33%	B:3010: an increased number of applications (variations, scientific advice) resulted in an increase in appropriations needed to pay rapporteurs. BL3013: little change compared to budget/plan. Appropriations were increased by €6,132,000 through transfer and a further €1,608,000 through AB01, totalling €7,740,000.	Article 301 accounted for 36.55% of 2020 expenditure (2019: 35.58%). Between 2019 and 2020 expenditure in absolute terms increased by approx. €12.0 million, of which pharmacovigilance services accounted for approx. €1.8 million.
302	Translations	3,964,005.00	4,241,000.00	5,077,000.00	5,046,745.99	1,082,740.99	27.31%	-30,254.01	-0.60%	An increased number of translations compared to that budgeted, as a consequence of higher numbers of applications. Appropriations were increased by €836,000 through transfer.	Article 302 accounted for 1.38% of 2020 expenditure (2019: 1.16%). The increase in expenditure in absolute terms is linked to the higher number of scientific applications received in 2020.
303	Scientific studies and services	2,978,496.22	4,500,000.00	7,926,000.00	7,490,375.67	4,511,879.45	151.48%	-435,624.33	-5.50%	Additional studies approved by EXB, in particular related to COVID-19. A bridging contract related to EV data management was delayed until 2021, resulting in savings of EUR 430,000. Appropriations were increased by €1,226,000 through transfer and €2,200,000 through AB01, totalling €3,426,000.	This article accounted for 2.05% of 2020 expenditure (2019: 0.87%). The increase in expenditure is due to more scientific studies, related to COVID-19 in particular.
31	Expenditure on business IT projects	7,616,686.46	11,872,000.00	20,861,000.00	20,455,226.98	12,838,540.52	168.56%	-405,773.02	-1.95%	Appropriations were increased to cover various IT development projects, as approved by EXB. Final project allocation was: CTIS, €9.8 million, projects related to veterinary medicines: €6.0 million, projects related to regulatory processes and data: €5.0 million. Appropriations were increased by €3,989,000 through transfer and €5,000,000 through AB01, totalling €8,989,000.	This article accounted for 5.60% of 2020 expenditure (2019: 2.23%). The increase in expenditure is due to increased project activity as per the initial plan and budget, further increased through AB01.
Title III		142,647,871.85	154,687,000.00	169,227,000.00	167,872,236.49	25,224,364.64	17.68%	-1,354,763.51	-0.80%		
Total		341,768,988.36	358,071,000.00	369,749,000.00	365,433,231.93	23,664,243.57	6.92%	-4,315,768.07	-1.17%		

Annex II – Details of assigned revenue, fund sources R0 and CL

Fund source R0, JAN-DEC2020

Budget item	Heading	Appropriations carried forward from 2019	Total appropriations	Total recoveries	Invoices not yet cashed	Cash received
REVENUE						
6000	External assigned revenue	18,254,919.00	349,082.03	17,108,333.94	2,850,000.00	14,258,333.94
TOTAL		18,254,919.00	349,082.03	17,108,333.94	2,850,000.00	14,258,333.94
Budget item	Heading	Appropriations carried forward from 2019	Total appropriations	Total commitments	Payments against carry forward	Payments against 2020 appropriations
EXPENDITURE						
1100	Basic salaries	0.00	27,362.55	0.00	0.00	0.00
1300	Duty travel expenses [..]	0.00	1,200.00	0.00	0.00	0.00
2000	Rent	0.00	3,000,000.00	150,000.00	150,000.00	0.00
2030	Maintenance & cleaning	0.00	321,719.48	321,719.48	0.00	321,719.48
2040	Fitting-out of premises	12,200,000.00	12,200,000.00	12,200,000.00	12,200,000.00	
2110*	Hardware and software	1,640,548.34	1,625,588.34	1,544,291.91	1,544,291.91	0.00
2114	Maintenance & support	0.00	14,960.00	14,960.00	0.00	14,960.00
3000	Reimbursement of persons attending meetings	0.00	253,719.00	0.00	0.00	0.00
TOTAL		13,840,548.34	17,444,549.37	14,230,971.39	13,894,291.91	336,679.48

* The unused appropriations on BL2110, hardware & software, amounting to €81,296.43, have not been carried forward to 2022. Revenue appropriations have been reduced by the same amount through a waiver.

Fund source CL, JAN-DEC2020

Budget item	Heading	Appropriations carried forward from 2019	Total 2020 appropriations	Total recoveries	Invoices not yet cashed	Cash received
REVENUE						
6010	Internal assigned revenue from lettings	0.00	13,203,105.37	20,001,197.80	6,798,092.43	13,203,105.37
TOTAL		0.00	13,203,105.37	20,001,197.80	6,798,092.43	13,203,105.37
Budget item	Heading	Appropriations carried forward from 2019	Total 2020 appropriations	Total commitments	Payments against cfwd.	Payments against 2020 approps.
EXPENDITURE						
2000	Rent	3,944,065.84	13,576,775.66	13,576,775.66	3,944,065.84	9,632,709.82
2010	Insurances	122,805.23	449,150.16	449,150.16	122,805.23	326,344.93
2090	Utilities and other building charges	1,038,540.64	4,282,591.26	4,282,591.26	1,038,540.64	3,244,050.62
TOTAL		5,105,411.71	18,308,517.08	18,308,517.08	5,105,411.71	13,203,105.37

Annex III – Summary of transfers

No.	From/To item	Item No.	Fund source	Item Heading	Amount of receiving item	Amount of donating item
01	from	1190	C1	Weightings	0	121,000
	to	1604	C1	Contributions to European schools	121,000	0
02	from	2203	C1	Technical equipment & installations		50,000
	to	2359	C1	Other operating expenditure	50,000	
03	from	1190	C1	Weightings		500,000
	to	1181	C1	Allowances on entering & leaving the service & on transfer	500,000	
04	to	1181	C1	Allowances on entering & leaving the service & on transfer	300,000	
	from	1420	C1	Miscellaneous welfare expenditure		300,000
	from	2030	C1	Maintenance & cleaning		900,000
	from	2040	C1	Fitting-out of premises		2,691,000
	from	2050	C1	Security & surveillance of buildings		109,000
	to	2110	C1	Hardware & software	530,000	
	to	2114	C1	Maintenance & support of applications	1,370,000	
	from	2203	C1	Technical equipment & installations		130,000
	to	2300	C1	Stationery & office supplies	40,000	
	to	2320	C1	Financial charges	112,000	
	to	2358	C1	Business continuity	30,000	
	to	2359	C1	Other operating expenditure	126,000	
	to	2501	C1	Memberships with professional bodies & organisations	90,000	
	from	3000	C1	Reimbursement of persons attending meetings		3,622,000
	from	3003	C1	Other expenditure in relation to meetings		260,000
	to	3030	C1	Scientific studies & services	114,000	
	to	3105	C1	Business IT development	5,300,000	
05	from	2330	C1	Legal expenses & associated costs		23,000
	to	2010	C1	Insurances	23,000	

No.	From/To item	Item No.	Fund source	Item Heading	Amount of receiving item	Amount of donating item
06	to	1130	C1	Employer's social security contributions	450,000	
	to	1141	C1	Travel expneses from place of employmnet to place of origin	120,000	
	to	1181	C1	Allowances on entering & leaving the service & on transfer	400,000	
	to	1410	C1	Medical services	43,000	
	from	1420	C1	Miscellaneous welfare expenditure		1,013,000
	to	2010	C1	Insurances	41,000	
	from	2040	C1	Fitting-out of premises		1,121,000
	from	2090	C1	Utilities & other building charges		824,000
	to	2114	C1	Maintenance & support of applications	1,900,000	
	from	2115	C1	IT development related to corporate processes		800,000
	to	2600	C1	Restaurant & catering	154,000	
	to	2800	C1	Business consultancy & audit services	650,000	
	from	3000	C1	Reimbursement of persons attending meetings		410,000
	to	3030	C1	Scientific studies & services	410,000	
07	from	1100	C1	Basic salaries		800,000
	from	1101	C1	Family allowances		430,000
	to	1102	C1	Expatriation & foreign residence allowances	200,000	
	to	1115	C1	Secoded national experts & visiting experts	2,000,000	
	to	1116	C1	Trainees	235,000	
	from	1190	C1	Weightings		398,000
	from	1300	C1	Duty travel		100,000
	from	1420	C1	Miscellaneous welfare expenditure		1,039,000
	to	1601	C1	Interim services	700,000	
	from	1602	C1	Administrative assistance from the European Union institutions		368,000
	to	2000	C1	Rent	1,630,000	
	from	2040	C1	Fitting-out of premises		2,265,000
	to	2114	C1	Maintenance & support of applications	460,000	
	to	2600	C1	Restaurant & catering	175,000	

No.	From/To item	Item No.	Fund source	Item Heading	Amount of receiving item	Amount of donating item
08	to	1116	C1	Trainees	14,000	
	from	1190	C1	Weightings		379,000
	from	1300	C1	Duty travel		82,000
	to	1602	C1	Administrative assistance from the European Union institutions	13,000	
	to	1603	C1	Professional services relating to staff management	55,000	
	from	2040	C1	Fitting-out of premises		2,039,000
	from	2050	C1	Security & surveillance of buildings		84,000
	from	2090	C1	Utilities & other building charges		35,000
	to	2110	C1	Hardware & software	391,000	
	from	2115	C1	IT development related to corporate processes		170,000
	from	2203	C1	Technical equipment & installations		14,000
	to	2210	C1	Furniture	620,000	
	to	2320	C1	Financial charges	6,000	
	from	2358	C1	Business continuity		5,000
	from	2400	C1	Postal & delivery services		17,000
	from	2501	C1	Memberships with professional bodies & organisations		20,000
	from	2700	C1	Information & communication services		206,000
	from	2800	C1	Business consultancy & audit services		226,000
	from	3000	C1	Reimbursement of persons attending meetings		220,000
	from	3003	C1	Other expenditure in relation to meetings		60,000
	to	3010	C1	Evaluation of medicinal products	2,000,000	
	from	3013	C1	Evaluation of pharmacovigilance procedures		498,000
	to	3020	C1	Translation centre, Luxembourg	680,000	
	to	3021	C1	Other translations	156,000	
	to	3030	C1	Scientific studies & services	1,070,000	
	from	3105	C1	Business IT development		950,000
09	from	2000R	C1	European Union & EEA contributions		522,500
	to	2010R	C1	Special Contribution for Orphan Medicinal Products from the EU budget & EEA contribution	522,500	
10	to	2000R	C1	European Union & EEA contributions	125,605	
	from	2010R	C1	Special Contribution for Orphan Medicinal Products from the EU budget & EEA contribution		125,605
	to	1100	C1	Basic salaries	10,000	
	from	1102	C1	Expatriation & foreign residence allowances		100,000
	from	1103	C1	Fixed allowances		5,000
	from	1114	C1	Basic salaries & allowances for contract agents		280,000
	to	1130	C1	Employer's social security contributions	230,000	
	from	1140	C1	Miscellaneous allowances & grants		20,000
	to	1190	C1	Weightings	850,000	
	from	1300	C1	Duty travel		585,000
	from	1420	C1	Miscellaneous welfare expenditure		100,000

No.	From/To item	Item No.	Fund source	Item Heading	Amount of receiving item	Amount of donating item
11	to	1130	C1	Employer's social security contributions	2,000	
	to	1181	C1	Allowances on entering & leaving the service & on transfer	80,000	
	from	1700	C1	Receptions & events		82,000
	from	2210	C1	Furniture		8,000
	to	2320	C1	Financial charges	8,000	
12	from	1100	C1	Basic salaries		400,000
	from	1102	C1	Expatriation & foreign residence allowances		20,000
	from	1300	C1	Duty travel		24,000
	from	1410	C1	Medical services		69,000
	from	1420	C1	Miscellaneous welfare expenditure		18,000
	from	1500	C1	Training		80,000
	from	2000	C1	Rent		1,524,000
	from	2030	C1	Maintenance & cleaning		194,000
	from	2040	C1	Fitting-out of premises		715,000
	from	2050	C1	Security & surveillance of buildings		38,000
	from	2110	C1	Hardware & software		373,000
	from	2115	C1	IT development related to corporate processes		133,000
	from	2203	C1	Technical equipment & installations		67,000
	from	2330	C1	Legal expenses & associated costs		20,000
	from	2359	C1	Other operating expenditure		69,000
	from	2600	C1	Restaurant & catering		35,000
	from	2700	C1	Information & communication services		20,000
	from	2800	C1	Business consultancy & audit services		63,000
	from	3000	C1	Reimbursement of persons attending meetings		9,000
	from	3003	C1	Other expenditure in relation to meetings		30,000
	to	3010	C1	Evaluation of medicinal products	4,500,000	
	to	3013	C1	Evaluation of pharmacovigilance procedures	130,000	
	from	3030	C1	Scientific studies & services		368,000
	from	3105	C1	Business IT development		361,000
13	from	2000	C1	Rent		350,000
	to	2114	C1	Maintenance & support of applications	350,000	
14	from	1100	C1	Basic salaries		48,000
	to	1190	C1	Weightings	91,000	
	from	1420	C1	Miscellaneous welfare expenditure		43,000
				Total amount of transfers	30,178,105	30,178,105