



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

13 June 2012
EMA/396250/2011
Administration

Report on budgetary and financial management

Financial year 2011

Introduction

This report summarises the budgetary and financial management by European Medicines Agency during the financial year 2011. It outlines the financial situation and the events which had a significant influence on activities during the year.

The report has been drawn up in accordance with Article 76 of the Agency's Financial Regulation, updated as of 7 October 2010 and Article 80 of the Implementing Rules to the Financial Regulation as of 7 October 2010.

For information about the Agency's business objectives and the degree of achievement, please refer to the Annual Activity Report and the Annual Report.

1. Financial Management in general

1.1. Initial budget and amending budgets

Authorised appropriations in the European Medicines Agency's initial budget for 2011 totalled EUR 208,863,000.00, representing a 5.39% increase over the initial 2010 budget (EUR 198,187,000.00), and 0.23% over the final 2010 budget (EUR 208,387,000.00).

One amending budget was introduced in 2011 to change the grade of 5 posts in the establishment plan from AST1 and AST3 to AD6. This amendment had no impact on overall numbers of posts, nor on the overall volume of staff related appropriations.

1.2. Revenue

Revenue entered in the accounts as at 31 December 2011 amounted to a total of EUR 199,346,126.96.

Of total revenue, 80.23% derived from the agency's own resources for the evaluation of medicines and other business related activities and 19.77% derived from the European Union budget to fund various public health and harmonisation activities, as described in the work programme (in 2010: 76.86%/23.14%).



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

Table 1 below presents the implementation of the revenue budget of the European Medicines Agency in financial year 2011.

Table 1 Use of 2011 revenue appropriation

Appropriation type	EUR or %
I. Appropriation in general	
Initial appropriations	208,863,000.00
Amending Budget	0.00
Final appropriations	208,863,000.00
II. Use of appropriation	
Recovery Orders 2011 and earlier	219,983,491.34
Representing in % of final appropriations	105.32%
Cash-receipts against Recovery Orders 2011 and earlier	199,346,126.96
Representing in % of final Recovery Orders	90.62%
III. Amounts established in 2011	
Recovery Orders 2011 only	208,193,918.12
Representing in % of final appropriations	99.68%
Cash-receipts against Recovery Orders 2011 only	190,199,707.48
Representing in % of final Recovery Orders	91.36%
IV. Amounts unpaid from 2011 to be paid in 2012 or later	
Recovery Orders for the evaluation of medicinal products (fees)	19,141,901.27
Recovery Orders for EU contribution to orphan medicines fee reductions	0.00
Other Recovery Orders	1,495,463.11
V. Amounts unpaid in 2010 or earlier, paid in 2011	
Recovery Orders for the evaluation of medicinal products (fees)	7,885,344.85
Recovery Orders for EU contribution	0.00
Other Recovery Orders	3,764,824.12
VI. Waivers of amounts receivable	
Recovery Orders waived by the Authorising Officer	44,160.00
VII. Waivers of fees and charges (excluding waivers for orphan medicines)	
Reductions deriving from paediatric or micro, small- and medium sized enterprises or advanced therapies legislation	6,123,785.00
Other reductions in accordance with Article 9 of the Fee Regulation	997,670.00

The figure of EUR 44,160.00 posted under 'recovery orders waived by the authorising officer' relates to debts with companies in administration/liquidation which had to be written off.

1.3. Expenditure (commitments and payments)

Commitments totalled EUR 198,862,912.76 or 95.21% of final appropriations (2010: 95.65%).
 Payments totalled EUR 163,003,895.34 or 81.97% of commitments entered into (2010: 79.10%).
 Table 2 below shows the implementation of the expenditure budget of the Agency in financial year 2011.

Table 2 Use of 2011 expenditure appropriations

Appropriation type	EUR or %
I. Appropriation in general	
Initial appropriations	208,863,000.00
Amending Budget	0.00
Final appropriation	208,863,000.00
II. Use of 2011 appropriation	
Commitments	198,862,912.76
Representing in % of final appropriation	95.21%
Payments	163,003,895.34
Representing in % of final commitments	81.97%
III. Carry-over from 2011 to 2012	
<i>Carry-over of administrative appropriation</i>	<i>7,230,932.79</i>
<i>Carry-over of operational appropriation</i>	<i>28,628,084.63</i>
Total automatic carry-over	35,859,017.42
Representing in % of final appropriation	17.17%
Representing in % of final commitments	18.03%
Non-automatic carry-over (uncommitted appropriations carried over to 2012)	3,200,000.00
Representing in % of final appropriation	1.53%
IV. Cancellation of 2011 appropriation	
Appropriation cancelled	6,800,087.24
Representing in % of final appropriation	3.26%
V. Carry-over from 2010 to 2011	
<i>Carry-over of administrative appropriation</i>	<i>18,705,283.31</i>
<i>Carry-over of operational appropriation</i>	<i>22,949,766.13</i>
Total automatic carry-over	41,655,049.44
Payment against carry-over	39,341,486.19
Representing in % of carry-over	94.45%
Amount cancelled	2,313,563.25
Non-automatic carry-over to 2011, Title II	3,500,000.00
Payment against carry-over	2,906,262.15
Representing in % of carry-over	83.04%
Amount cancelled	593,737.85

1.4. Carry-over from 2011 to 2012

Automatic carry-over to financial year 2012 totalled EUR 35,859,017.42 or 18.03% of the appropriation committed (2010: 20.90%). One non-automatic carry-over to financial year 2012 was requested, totalling EUR 3,200,000.00 (see Table 3), or 1.53% of the final appropriation (2010: 1.68%).

Automatic carry-over of administrative appropriations (Titles I + II) decreased from EUR 18.7 million in 2010-11 to EUR 7.2 million in 2011-12, while automatic carry-over of operational appropriations (Title III) increased from EUR 22.9 million in 2010-11 to EUR 28.6 million in 2011-12.

Table 3 Purpose of non-automatic carry-over to 2012

Heading	Amount (EUR)	Purpose
2080	2,150,000.00	Project 2014: future accommodation for the Agency
2115	1,050,000.00	Enterprise Resource Planning (ERP)-HR, phase II

1.5. Carry-overs from 2010 to 2011

Automatic carry-overs to financial year 2011 totalled EUR 41,655,049.44. Payments against the carry-overs equalled EUR 39,341,486.19 or 94.45% (2010: 97.05%). Hence the amount cancelled was EUR 2,313,563.25.

One non-automatic carry-over from 2010 to 2011 was processed for a total of EUR 3,500,000.00. Payments against this non-automatic carry-over totalled EUR 2,906,262.15 or 83.04% (2010: 93.20%) and the amount cancelled was EUR 593,737.85.

1.6. Appropriation from assigned revenue

No appropriation from assigned revenue was available in 2011.

1.7. Transfers

The Executive Director may, in line with Article 23(1) of the Financial Regulation, make transfers within a title and up to 10% of appropriations from one title to another. Transfers *per se* are not an indicator for deficiencies in financial management but a necessary tool to adjust the budget in a changing environment, e.g. the use of interim staff instead of contract staff, increased expenditure due to exchange rate fluctuation, etc. Only if and when the changes also relate to changes in the work programme might they indicate shortcomings in the planning process.

During 2011 eight transfers were approved. All were adjustments only, within the limits of Financial Regulation and approved by the Executive Director. They totalled EUR 10,471,100 or 5.01% of final appropriations (by comparison, in 2010 thirteen transfers amounted to EUR 13,714,500.00 or 6.58% of final appropriations). The transfers were primarily used for expenditure on buildings and information technology and other adjustment on administrative budget items. Annex I provides details of the transfers carried out in 2011.

In 2011 the Agency had neither transfers above the 10% ceiling set by the Financial Regulation as adopted by the Management Board, nor changes to its work programme.

1.8. Cancellations

Expenditure appropriations should be understood as estimates only and not as an entitlement to create corresponding commitments. Being reliant on fee income means that the Agency can only use expenditure appropriations as and when corresponding fee income has been received on the bank

account. Therefore the level of cancelled expenditure appropriations does not indicate delays in implementation of the work programme but is a result of stringent monitoring of actual revenue and adjustments to the expenditure.

For 2011 appropriations totalling EUR 6,800,087.24 were cancelled amounting to 3.26% of final appropriations. By comparison, in 2010 appropriations amounting to EUR 5,574,296.49 were cancelled, while EUR 3,500,000.00 was the subject of a non-automatic carry-over to 2011 (i.e. resulting in reported cancellations of EUR 9,074,296.49 in the 2010 report on budgetary and financial management).

2. Financial management by chapter

Hereafter follows an analysis of revenue (based on cash collected) and expenditure (based on commitments) in 2011. It contains details of the various chapters of total revenue and expenditure and comparison against 2010 figures. The use of the most important expenditure items is also explained.

Table 4 below sets out the amounts recovered in 2011 in comparison with those for financial year 2010.

Table 4 Evolution of 2011 and 2010 cash collected

Chapter	Heading	2010 EUR	2011 EUR	Change EUR	Change %
10	Revenue from services rendered (Fees for the evaluation of medicines)	153,681,469.80	151,204,307.73	-2,477,162.07	-1.61%
200	European Union contribution	39,064,613.25	33,519,137.64	-5,545,475.61	-14.20%
201	Special contribution for orphan medicines fee reductions	7,987,600.00	4,719,605.00	-3,267,995.00	-40.91%
30	Participation by third countries in EMA activities	826,046.00	784,043.40	-42,002.60	-5.08%
52	Revenue from administrative operations	6,956,524.88	8,569,014.25	1,612,489.37	23.18%
60	EU programmes	580,035.57	388,814.95	-191,220.62	-32.97%
70	Correction of budgetary imbalances	0.00	0.00	0.00	n/a
90	Miscellaneous income	363,340.07	161,203.99	-202,136.08	-55.63%
Total		209,459,629.57	199,346,126.96	-10,113,502.61	-4.83%

In budgetary terms, EUR 86.7 million (43.53% of total 2011 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, EU and EEA contributions, as well as to contributions to joint programmes undertaken by the Agency. In 2011 52.09% of the total revenue depended on cyclical business activities (details in table 5).

Table 5 Revenue funding EUR

	2010 Actual	% of total	2011 Actual	% of total
Stable revenue for the Agency	91,208,295	43.54%	86,766,867	43.53%
<i>EU subsidies and contributions</i>	<i>48,458,295</i>	<i>23.13%</i>	<i>39,411,601</i>	<i>19.77%</i>
<i>Annual fees</i>	<i>42,750,000</i>	<i>20.41%</i>	<i>47,355,266</i>	<i>23.76%</i>
Cyclical business revenue	110,931,470	52.96%	103,849,042	52.09%
Revenue from miscellaneous activities	7,319,865	3.49%	8,730,218	4.38%
Total revenue	209,459,630	100.00%	199,346,127	100.00%

Table 6 below sets out how committed funds in 2011 were expended in comparison with financial year 2010. It should be noted that in 2011 the four chapters and articles with the highest amounts committed, accounted for 85.55% of total commitments (2010: 96.62% of total commitments). They are:

- Chapter 11 'Staff in active employment' (33.08%)
- Chapter 20 'Investments in immovable property, renting of buildings and associated costs' (9.93%)
- Chapter 31 'Expenditure for corporate data processing' (8.16%) and
- Article 301 'Evaluation of medicinal products' (34.38%).

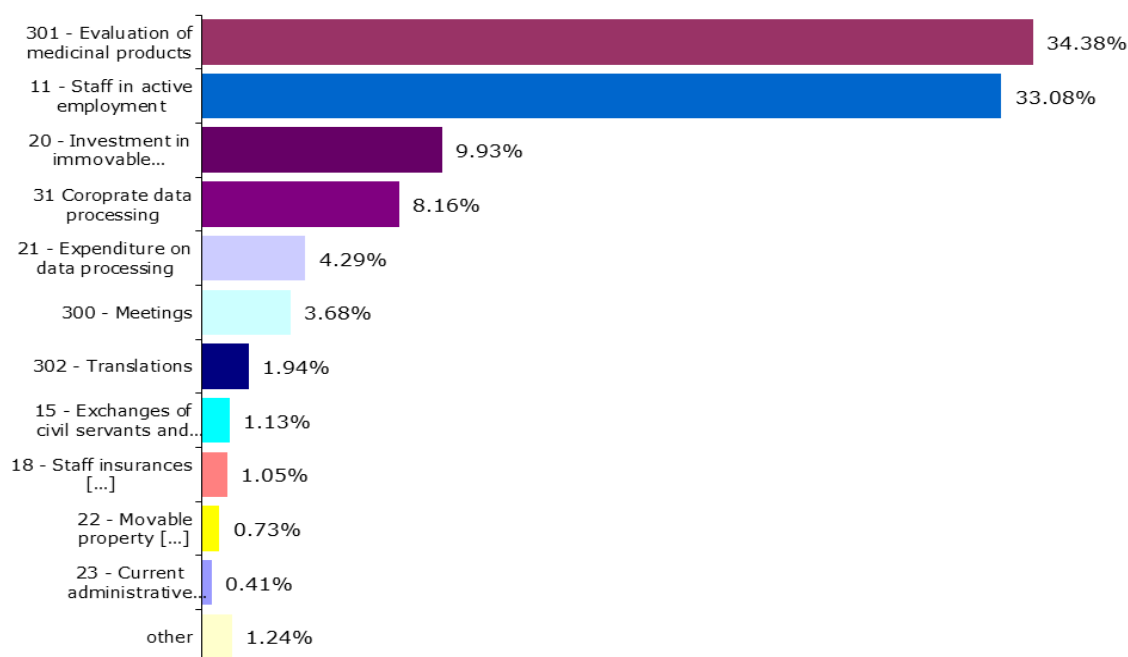
(NB! Change in nomenclature in 2011: Chapter 31 'Expenditure for corporate data processing' was extracted from Chapter 21, which now accounts solely for 'Expenditure for administrative data processing')

Table 6 Evolution of 2011 and 2010 expenditure, fund sources C1(n) and C2(n+1)

Chapter	Heading	2010 EUR	2011 EUR	Change EUR	Change %	Comment
11	Staff in active employment	61,985,711.52	66,844,581.18	4,858,869.66	7.84%	2.7
13	Missions and duty travel	597,262.16	501,820.80	-95,441.36	-15.98%	2.8
14	Socio-medical infrastructure	521,220.13	572,360.17	51,140.04	9.81%	
15	Exchanges of civil servants and experts	2,328,533.23	2,273,573.79	-54,959.44	-2.36%	
16	Social welfare	131,904.17	204,970.03	73,065.86	55.39%	2.9
17	Entertainment and representation expenses	92,703.50	21,530.44	-71,173.06	-76.77%	2.10
18	Staff insurances [...]	2,038,084.32	2,119,837.82	81,753.50	4.01%	
Title I		67,695,419.03	72,538,674.23	4,843,255.20	7.15%	
20	Investment in immovable property, renting of buildings [...]	19,065,183.08	20,068,671.64	1,003,488.56	5.26%	2.11
21	Expenditure on data processing	30,789,223.85	8,658,917.18	-22,130,306.67	-71.88%	2.12
22	Movable property [...]	1,404,254.63	1,473,700.34	69,445.71	4.95%	
23	Current administrative expenditure	913,710.53	825,580.06	-88,130.47	-9.65%	
24	Postal charges and telecommunications	620,942.24	499,104.99	-121,837.25	-19.62%	2.13
25	Expenditure [...] other meetings	89,569.06	86,581.18	-2,987.88	-3.34%	
Title II		52,882,883.39	31,612,555.39	-21,270,328.00	-40.22%	
300	Meetings	7,425,131.71	7,430,845.59	5,713.88	0.08%	
301	Evaluation of medicinal products	70,560,676.00	69,460,505.37	-1,100,170.63	-1.56%	2.14
302	Translations	3,580,000.00	3,911,595.76	331,595.76	9.26%	
303	Studies and consultants	57,767.68	75,683.83	17,916.15	31.01%	2.15
304	Publications	130,825.70	98,994.35	-31,831.35	-24.33%	2.16
305	EU programmes	480,000.00	443,535.57	-36,464.43	-7.60%	
31	Corporate data processing	-	16,490,522.67	16,490,522.67	indef.	2.17
Title III		82,234,401.09	97,911,683.14	15,677,282.05	19.06%	
	Total	202,812,703.51	202,062,912.76	-749,790.75	-0.37%	

Comments covering expenditure changes of more than 10% or EUR 500 000.00 can be found below, under points 2.7 to 2.17.

Figure 1 Distribution of 2011 expenditure by chapter



2.1. Income chapter 10 'Revenue from services rendered (fees for the evaluation of medicines)'

Fee income from evaluation services is the main source of revenue for the Agency, representing 75.85% of 2011 revenues (2010: 73.37%). Fee income, in terms of cashed receipts, decreased by 1.61% between 2010 and 2011. This is due to the fact that for a considerable amount of fee income (EUR 19.1 mio.) recovery orders were raised in 2011, but the revenue will only be cashed in 2012 or later. The decrease does therefore not reflect a drop in activity levels, but rather is a consequence of the principles of accrual basis accounting, whereby reported income represents cash received from pharmaceutical industry for applications for the evaluation of medicinal products. The value of recovery orders / invoices for fees rose by 9.6%, when compared to 2010, reflecting the increase in activities.

2.2. Income chapter 20 'EU contributions'

This chapter accounted for EUR 38,238,742.64, or 19.18%, of 2011 revenues (2010: 22.46%). Of the contributions received, EUR 4,719,605.00 (12.34% of total contributions) relate to compensation for fee reductions granted for orphan medical products.

With the establishment of the budget for the European Union, the Budgetary Authority had agreed total contributions for the agency of EUR 38.42 million in commitment appropriations. Of this total, EUR 181,257.36 for the compensation of orphan fee reductions remained uncollected.

The contributions from the European Union budget fell by EUR 8.81 million (-18.73%) between 2010 and 2011. This decrease was due to the full offsetting of the 2009 surplus against the 2011 EU contribution, compared to a partial offsetting of the 2008 surplus against the 2010 EU contribution.

2.3. Income chapter 30 'Participation by third countries in EMA activities'

This chapter represents the compensation received for the participation of EEA countries in the Agency's activities. It accounted for 0.39% of 2011 revenue. The actual amount receivable is calculated as a percentage of the general contribution, i.e. the EU contributions excluding EU contribution derived from Agency surplus. The percentage used for 2011 was 2.60%.

2.4. Income chapter 52 'Revenue from administrative operations'

Chapter 52 includes the income from administrative charges for export certificates, parallel distribution as well as bank interest derived from fee income (excluding bank interest received on EU contributions). The chapter accounted for 4.30% of 2011 revenues (2010: 3.32%).

2.5. Income chapter 60 'Contributions to EU programmes and revenue from services'

This chapter accounted for 0.20% of 2011 revenues (2010: 0.28%).

The revenue relates mainly to the grant received from DG Enlargement for the implementation of the IPA programme¹ where the advance payment of the grant is included in the financial accounts and accounted for in the budgetary accounts in line with actual expenditure (commitments) for the year.

Other revenue items relate to the grant received from the IMI-PROTECT and the IMI-EU2P programmes² via IMI Joint Undertaking, an Executive Office of the European Union, as well as contributions from external participants at a conference organised in the context of the IPA programme.

A new programme, known by its acronym, GRIP³, started in 2011 and will be part-funded by a grant from the corresponding 7th Framework programme (FP7).

2.6. Income chapter 90 'Miscellaneous revenue'

This chapter accounted for 0.08% of 2011 revenues (2010: 0.17%).

2.7. Expenditure chapter 11 'Staff in active employment'

Chapter 11 accounted for 33.15% of 2011 expenditure, constituting the second largest share of expenditure (2010: 31.10%).

51.84% of Chapter 11 expenditure related to item 1100 'Basic salaries' and 20.65% to 1190 'Weightings'. For these two items commitments amounted to EUR 48,458,158.14.

The 7.84% increase between 2010 and 2011 can be explained mainly by the increase in weighting. In 2010 the average weighting was at 20.3 compared to 34.4 in 2011. This weighting increase, retroactively applicable as of July 2010, should have been processed in financial year 2010. However, it was processed by the Commission's Paymasters Office in February 2011, together with a salary adjustment, resulting in a correspondingly higher impact on 2011 appropriations.

New recruitment, promotions and step advances had less of an impact on expenditure than normally, due to the fact that no additional posts were available for 2011.

¹ Programme to support countries with candidate status (currently Croatia, the former Yugoslav Republic of Macedonia, Turkey) and potential candidate status (Albania, Bosnia, Herzegovina, Montenegro, Serbia including Kosovo)

² IMI (Innovative Medicines Initiative) PROTECT (Pharmacoepidemiological Research on Outcomes of Therapeutics by a European Consortium)

³ Global Research in Paediatrics

Basic salary and allowances were frozen at July 2010 levels by the Council of Ministers at the end of 2011. As a result, the 2011 figures do not include the effect of any backdated change to the salaries, exchange rate or weighting. Any subsequent correction to 2011 salaries, be it positive or negative, which may be awarded by court decision would need to be charged to the financial year in which the decision will eventually fall.

A total of EUR 659,000 was transferred from the chapter.

The total number of staff at year-end increased from 656 to 689 (+5.03%). As per 31.12.2011, the Agency had a total of 552 temporary agents, 118 contract agents and 19 national experts on secondment (2010: 546, 94 and 16).

In 2011, the Agency advertised 15 vacancies for temporary agent positions.

As for gender distribution of staff, women accounted for 40% of Section Heads and Heads of Sector but none of the Heads of Units or the Executive Director as at 31 December 2011. See Table 7 and Figure 2 for details.

The distribution of staff by country is shown in Figure 3.

Table 7 Staff by gender (temporary staff and contract agents)

Contract / gender	Female	Male	Total	%Female	%Male
Administrators	147	151	298	49%	51%
Assistants	209	45	254	82%	18%
Contract Agents	97	21	118	82%	18%
Total	453	217	670	68%	32%

Note: Situation as at 31.12.2011 (excludes national experts)

Figure 2 Staff by gender (temporary staff and contract agents)

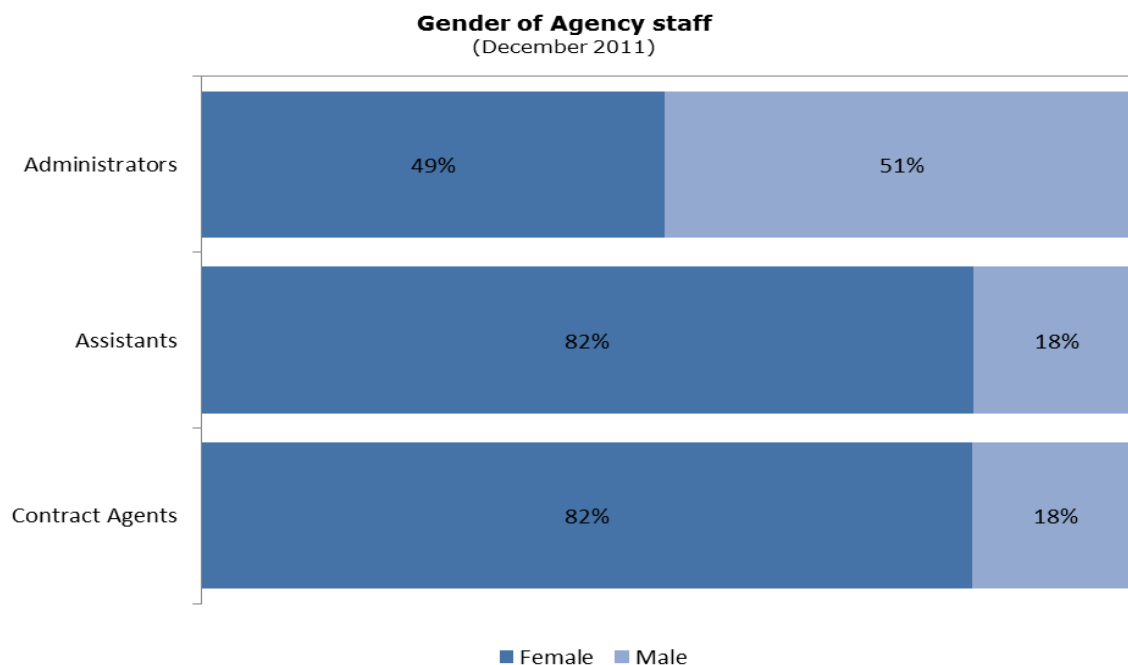
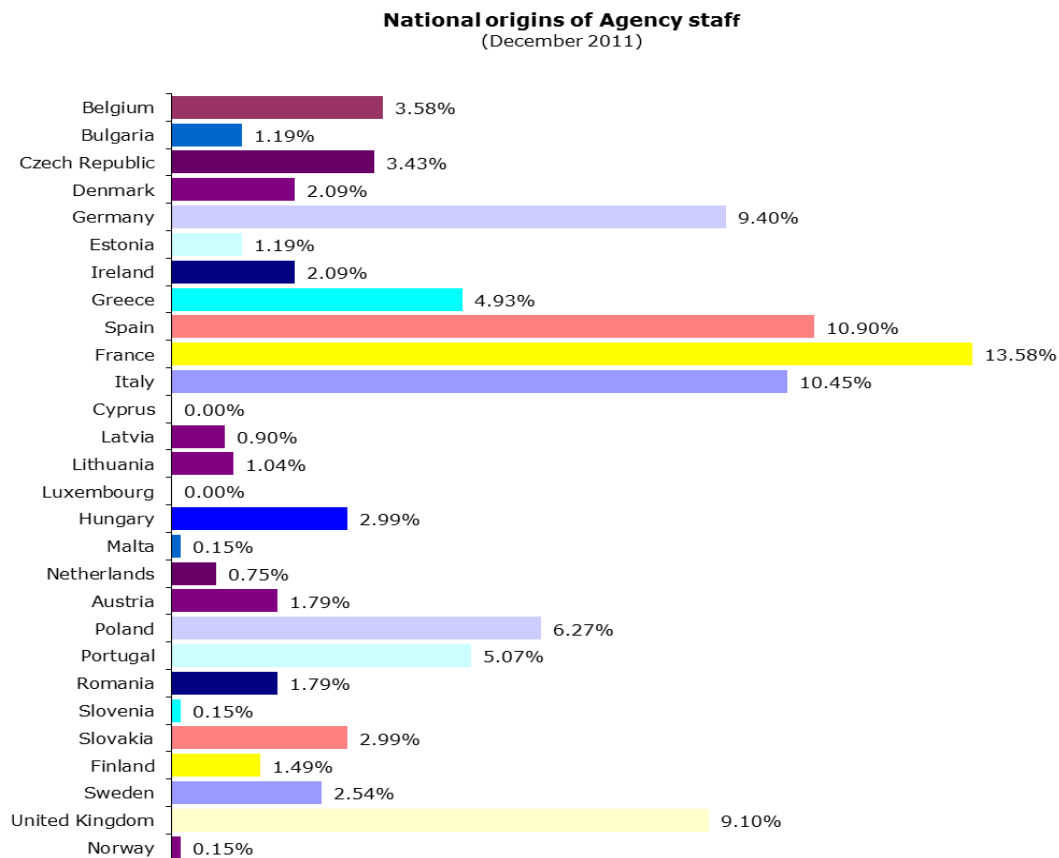


Figure 3 Staff by country (temporary staff and contract agents)



2.8. Expenditure chapter 13 'Missions and duty travel'

This chapter accounted for 0.25% of 2011 expenditure with a total of 992 missions carried out (2010: 0.30% and 1,177 missions).

Compared to 2010 there was a reduced level of participation in international activities and fewer missions of long duration.

A total of EUR 230,000.00 was transferred from the chapter.

2.9. Expenditure chapter 16 'Social welfare'

Chapter 16 accounted for 0.10% of 2011 expenditure (2010: 0.06%).

The increase in expenditure reflects higher than forecast contribution to 'early childhood centres and other crèches'.

A total of EUR 93,000 was transferred to the chapter.

2.10. Expenditure chapter 17 'Entertainment and representation expenses'

The fall in expenditure between 2010 and 2011 reflects a return to a level below the long-term average, after the additional expenditure related to the 15th anniversary of the Agency in 2010.

EUR 3,000 was transferred from the chapter.

2.11. Expenditure chapter 20 'Investment in immovable property, renting of buildings and associated cost'

Chapter 20 accounted for 9.93% of 2011 expenditure, compared to 9.40% in 2010.

The increase in expenditure was related to 'Project 2014', new head quarters for the Agency.

The chapter was reinforced by a total of EUR 4,743,000.00.

2.12. Expenditure chapter 21 'Expenditure on data processing'

Chapter 21 accounted for 4.29% of 2011 expenditure (2010: 15.45%).

The lower expenditure level can be explained by the creation of a new article under Title III for expenditure related to operational IT programmes, cf. chapter 31. Overall, ICT expenditure (chapters 21 and 31) decreased by 18.32% compared to 2010.

The chapter was reinforced by EUR 1,163,000.00 through various transfers as adjustment between administrative and operational ICT expenditure in chapter 31.

2.13. Expenditure chapter 24 'Postal charges and telecommunications'

This chapter accounted for 0.25% of 2011 expenditure (2010: 0.31%). The fall in expenditure of almost 20%, when compared to 2010 is due to lower postal rates and less usage of surface mail overall.

A total of EUR 445,000.00 was transferred from the chapter.

2.14. Expenditure article 301 'Evaluation of medicinal products'

Article 301 accounted for 34.38% of 2011 expenditure (2010: 34.79%). The slight fall reflects the composition of fee types, with annual fees making up a higher fraction of fee income compared to 2010. The share of annual fees paid to (co-)rapporteurs is 30%, compared to 50% for other fees.

A total of EUR 3,022,000.00 was transferred from the article.

2.15. Expenditure article 303 'Studies and consultants'

This article accounted for 0.04% of 2011 expenditure Compared to 2010, expenditure in 2011 increased by 31.01%.

The company PriceWaterhouseCoopers was contracted to conduct a programme of IT audits in 2011. This increase was partly offset by the move of expenditure related to staff management consultancy to item 1171 'Professional services related to staff management'.

No transfers were made to or from the article.

2.16. Expenditure article 304 'Information and publication'

This article accounted for 0.05% of 2011 expenditure. Expenditure decreased by 24.33% between 2010 and 2011, or EUR 31,831.35.

The lower expenditure can be explained by the cancellation of participation in a convention, resulting in savings.

No transfers were made to or from the article.

2.17. Expenditure Chapter 31 'Expenditure on corporate data processing'

This chapter was created in 2011. Expenditure was previously allocated to chapter 21. Overall, ICT expenditure (chapters 21 and 31) decreased by 18.32% compared to 2010, cf. point 2.12 above.

A total of EUR 1,163,000.00 was transferred from the chapter as adjustment between operational and administrative ICT expenditure in chapter 21.

Annexes

Annex 1

Summary of transfers in accordance with Art. 23 (1) and (2) of the Financial Regulation

No.	From/To item	Item No.	Item Heading	Amount of receiving item	Amount of donating item
01	from	1100	Basic salaries	0	40,000
	to	1172	Misc. insurance relating to staff activities	20,000	0
	to	1173	Translation Centre, Luxembourg	20,000	0
02	to	2110	Purchase of new hardware for corporate processes	35,000	0
	from	2114	Maintenance & repair of hard & software for corporate purposes	0	35,000
03	from	1114	Contract agents	0	195,000
	to	1175	Interim services	195,000	0
	from	2501	Membership to fora	0	15,000
	to	2252	Subscriptions to newspapers & periodicals	15,000	0
04	to	1141	Annual travel cost from the place of employment	76,000	0
	to	1175	Interim services	300,000	0
	from	1520	Staff exchanges between EU institutions and the public and private sectors, visiting experts	0	376,000
	from	2090	Other expenditure on buildings	0	20,000
	to	2114	Maintenance & repair of hardware & software for corporate processes	526,000	0
	to	2210	New purchase of furniture	20,000	0
	to	2353	Departmental removals & associated handling	20,000	0
	from	2354	Archiving of documents	0	20,000
	from	3000	Reimbursement of persons attending meetings		2,100
	to	3001	Interpretation	2,100	0
	to	3104	Maintenance & repair of hardware & software related to the lifecycle of medicinal products	182,000	
	from	3114	Maintenance & repair of hardware & software for special programmes		708,000

No.	From/To item	Item No.	Item Heading	Amount of receiving item	Amount of donating item
05	from	1100	Basic salaries	0	120,000
	to	1102	Expatriation & foreign residence allowances	120,000	
	from	1520	Staff exchanges between EU institutions and the public and private sectors, visiting experts	0	73,000
	to	1630	Early childhood centres & other creches	73,000	
	from	2000	Rent	0	590,000
	to	2080	Other expenditure preliminary to construction	920,000	
	from	2090	Other expenditure on buildings	0	370,000
	to	2115	Analysis, programming and technical assistance for corporate processes	637,000	
	to	2203	Maintenance, use & repair of technical equipment	40,000	
	to	2330	Legal expenses	20,000	
	from	2340	Damages	0	20,000
	from	3000	Reimbursement of persons attending meetings	0	50,000
	to	3050	European Union programmes	50,000	
	from	3105	Analysis, programming and technical assistance related to the lifecycle of medicinal products	0	300,000
	from	3115	Analysis, programming and technical assistance for special programmes	0	337,000
06	from	1114	Contract agents		730,000
	to	1141	Annual travel cost from the place of employment	25,000	
	to	1149	Other allowances & repayments	5,000	
	from	1171	Professional services related to staff management		25,000
	from	1182	Installation, resettlement and transfer allowances		25,000
	from	1184	Temporary daily subsistence allowances		130,000
	to	1190	Weightings	1,150,000	
	from	1300	Mission expenses, travel expenses & incidental expenses		230,000
	from	1520	Staff exchanges between EU institutions and the public and private sectors, visiting experts		60,000
	to	1630	Early childhood centres & other creches	20,000	
	from	2000	Rent		215,000
	from	2010	Insurance		105,000
	from	2020	Water, gas, electricity & heating		90,000
	from	2030	Maintenance, gas, electricity & heating		280,000
	from	2040	Maintenance & cleaning		40,000
	from	2050	Security & surveillance of buildings		5,000

No.	From/To item	Item No.	Item Heading	Amount of receiving item	Amount of donating item
	to	2080	Other expenditure preliminary to construction	1,960,000	
	from	2090	Other expenditure on buildings		430,000
	from	2200	New purchase of technical equipment & installations		30,000
	from	2201	Replacement of technical equipment and installations		5,000
	from	2203	Maintenance, use & repair of technical equipment		15,000
	from	2300	Stationery & office supplies		50,000
	to	2330	Legal expenses	2,000	
	from	2353	Departmental removals & associated handling		5,000
	from	2354	Archiving of documents		185,000
	from	2358	Business continuity		50,000
	from	2359	Other operating expenditure		40,000
	from	2400	Postal & delivery charges		170,000
	from	2410	Telecommunication charges		245,000
	from	2501	Membership to fora		2,000
	to	3001	Interpretation	2,000	
	from	3003	Other expenditure		2,000
07	to	1100	Basic salaries	32,000	
	to	1102	Expatriation & foreign residence allowances	84,000	
	to	1149	Other allowances & repayments	1,000	
	from	1171	Professional services related to staff management		30,000
	from	1174	Payment for administrative assistance from the EU institutions		20,000
	from	1180	Miscellaneous expenditure on recruitment		8,000
	from	1182	Installation, resettlement and transfer allowances		64,000
	from	1183	Removal expenses	8,000	
	from	1520	Staff exchanges between EU institutions and the public and private sectors, visiting experts		14,000
	to	1830	Insurance against sickness	7,000	
	to	1832	Unemployment insurance for temporary staff	4,000	
	from	2000	Rent		3,000
	from	2110	Purchase of new hardware for corporate processes		24,000
	to	2111	Purchase of new software for corporate processes	54,000	
	from	2115	Analysis, programming & technical assistance for corporate processes		30,000

No.	From/To item	Item No.	Item Heading	Amount of receiving item	Amount of donating item
	to	2232	Hire of vehicles	1,000	
	to	2353	Departmental removals & associated handling	2,000	
08	to	1101	Family allowances	10,000	
	to	1171	Professional services related to staff management	5,000	
	from	1175	Interim services		5,000
	from	1400	Restaurant & canteens		35,000
	from	1530	Cost of organising graduate traineeships		10,000
	from	1700	Entertainment & representation expenses		3,000
	from	2000	Rent		111,000
	from	2010	Insurance		14,000
	from	2020	Water, gas, electricity & heating		13,000
	from	2030	Maintenance & cleaning		50,000
	to	2080	Other expenditure preliminary to construction	3,828,000	
	from	2090	Other expenditure on buildings		429,000
	from	2200	New purchase of technical equipment & installations		10,000
	from	2211	Replacement of furniture		42,000
	from	2300	Stationery & office supplies		35,000
	from	2354	Archiving of documents		12,000
	from	2358	Business continuity		9,000
	from	2359	Other operating expenditure		6,000
	from	2400	Postal & delivery charges		7,000
	from	2410	Telecommunication charges		23,000
	from	3002	Catering		7,000
	from	3010	Evaluation of medicinal products		3,022,000
			Total amount of transfers	10,471,100	10,471,100

Annex 2

Organisation chart of the Agency as at 1 December 2011

Organisation Chart of the European Medicines Agency

