NORTH ATLANTIC COUNCIL

CONSEIL DE L'ATLANTIQUE NORD

28 novembre 2025

DOCUMENT
PO(2025)0341-AS1

RAPPORT DU COLLÈGE INTERNATIONAL DES AUDITEURS EXTERNES DE L'OTAN (IBAN) SUR L'AUDIT DES ÉTATS FINANCIERS 2024 DE L'ORGANISATION OTAN POUR LA SCIENCE ET LA TECHNOLOGIE (STO)

NOTE SUR LA SUITE DONNÉE

Le 28 novembre 2025, au terme d'une procédure d'accord tacite, le Conseil a pris note de la décision du RPPB et du rapport de l'IBAN, et a donné son accord pour que les états financiers 2024 de la STO, le rapport de l'IBAN correspondant et la décision du RPPB soient rendus publics.

(signé) Mark RUTTE
Secrétaire général

NB : La présente note fait partie du PO(2025)0341 et doit être placée en tête de ce document.

20 novembre 2025

DOCUMENT
PO(2025)0341
Procédure d'accord tacite :
28 nov 2025 15:30

À : Représentants permanents (Conseil)

De : Secrétaire général

RAPPORT DU COLLÈGE INTERNATIONAL DES AUDITEURS EXTERNES DE L'OTAN (IBAN) SUR L'AUDIT DES ÉTATS FINANCIERS 2024 DE L'ORGANISATION OTAN POUR LA SCIENCE ET LA TECHNOLOGIE (STO)

1. Vous trouverez en annexe la décision du Bureau de la planification et de la politique générale des ressources (RPPB) concernant le rapport de l'IBAN sur l'audit des états financiers 2024 de la STO, ainsi que la recommandation qu'il a formulée à l'intention du Conseil.

2. Je ne pense pas que ce dossier doive être examiné au Conseil. Par conséquent, **sauf avis contraire me parvenant d'ici au vendredi 28 novembre 2025 à 15h30**, je considérerai que le Conseil aura pris note de la décision du RPPB et du rapport de l'IBAN, et qu'il aura donné son accord pour que les états financiers 2024 de la STO, le rapport de l'IBAN correspondant et la décision du RPPB soient rendus publics.

(signé) Mark RUTTE

1 annexe
2 pièces jointes

Original : anglais

BUREAU DE LA PLANIFICATION ET DE LA POLITIQUE GÉNÉRALE DES RESSOURCES (RPPB)

RAPPORT DU COLLÈGE INTERNATIONAL DES AUDITEURS EXTERNES DE L'OTAN (IBAN) SUR L'AUDIT DES ÉTATS FINANCIERS 2024 DE L'ORGANISATION OTAN POUR LA SCIENCE ET LA TECHNOLOGIE (STO)

DÉCISION

Référence : IBA-A(2025)0076 (Rapport de l'IBAN)

Le Bureau de la planification et de la politique générale des ressources :

1. ayant examiné le rapport de l'IBAN sur l'audit des états financiers 2024 de la STO, constate que l'IBAN a émis une opinion sans réserve sur ces états financiers et sur la conformité pour l'exercice, sans formuler d'observation ;

2. recommande au Conseil de donner son accord pour que les états financiers 2024 de la STO et le rapport de l'IBAN correspondant soient rendus publics.

International Board of Auditors for NATO
Collège international des auditeurs externes de l'OTAN

Brussels - Belgium

NATO SANS CLASSIFICATION

26 août 2025 **IBA-A(2025)0076**

À : Secrétaire général
(À l'attention du directeur du Cabinet)

Cc : Représentants permanents auprès de l'OTAN
Conseiller scientifique de l'OTAN et président du Comité pour la science et la technologie
Président du sous-groupe Finances et Audit de l'Organisation pour la science et la technologie
Directeur du Centre pour la recherche et l'expérimentation maritimes
Directeur du Bureau de soutien à la collaboration
Contrôleur des finances de l'État-major militaire international/l'Organisation pour la science et la technologie
Président du Bureau de la planification et de la politique générale des ressources
Chef de la Branche Gestion des ressources du Bureau OTAN des ressources
Bureau d'ordre du Cabinet

Objet : ***Rapport du Collège international des auditeurs externes de l'OTAN (IBAN) sur l'audit des états financiers de l'Organisation pour la science et la technologie (STO) pour l'exercice clos le 31 décembre 2024 – IBA-AR(2025)0010***

Monsieur le Secrétaire général,

Vous trouverez ci-joint le rapport approuvé par l'IBAN ainsi qu'une note succincte à l'intention du Conseil.

L'IBAN a émis une opinion sans réserve sur les états financiers 2024 de la STO ainsi que sur la conformité pour cet exercice.

Veuillez agréer, Monsieur le Secrétaire général, l'assurance de ma haute considération.

Sébastien Lepers
Président

Pièces jointes : voir ci-dessus.

NATO SANS CLASSIFICATION

Collège international des auditeurs externes de l'OTAN
1110 Bruxelles
Belgique
E-mail : mailbox.IBAN@hq.nato.int

**Note succincte
du Collège international des auditeurs externes de l'OTAN (IBAN)
à l'intention du Conseil sur l'audit des états financiers
de l'Organisation pour la science et la technologie (STO)
pour l'exercice clos le 31 décembre 2024**

L'IBAN a audité les états financiers de la STO, qui a pour mission de contribuer à ce que les investissements réalisés par les pays et par l'OTAN dans le domaine de la science et de la technologie jouent le rôle de catalyseurs stratégiques des savoirs et de l'avantage technologique pour la posture de défense et de sécurité des pays membres et des pays partenaires de l'OTAN.

La STO comporte trois organes exécutifs : le Bureau du conseiller scientifique (OCS), implanté à Bruxelles (Belgique) et placé sous l'autorité du conseiller scientifique, le Bureau de soutien à la collaboration (CSO), implanté à Neuilly-sur-Seine (France) et placé sous l'autorité de son directeur, et le Centre pour la recherche et l'expérimentation maritimes (CMRE), implanté à La Spezia (Italie) et placé sous l'autorité de son directeur.

Le montant total des charges de la STO pour l'exercice clos le 31 décembre 2024 s'est établi à 45,2 millions d'euros (MEUR) (contre 38,5 MEUR, après rectification, pour l'exercice clos le 31 décembre 2023).

L'IBAN a émis une opinion sans réserve sur les états financiers ainsi que sur la conformité pour l'exercice clos le 31 décembre 2024.

L'IBAN n'a pas formulé de nouvelle observation ou recommandation.

L'IBAN a fait le point sur les suites données aux observations et recommandations formulées lors d'audits précédents, et il a constaté que deux questions avaient été traitées et qu'une autre était toujours en cours de traitement.

Le rapport d'audit a été transmis à la STO, dont les commentaires ont ensuite été intégrés dans le document ainsi que, le cas échéant, la position de l'IBAN à leur sujet.

Une lettre a été adressée à la direction de la STO. Elle contient des observations et des recommandations qui ne figurent pas dans le présent rapport d'audit et elle fait le point sur les suites données aux observations et aux recommandations formulées dans de précédentes lettres à la direction. En effet, l'IBAN estime que les questions soulevées relèvent de la responsabilité de celle-ci.

IBA-AR(2025)0010

26 août 2025

COLLÈGE INTERNATIONAL DES AUDITEURS EXTERNES DE L'OTAN

RAPPORT SUR L'AUDIT DES ÉTATS FINANCIERS

DE L'ORGANISATION POUR LA SCIENCE ET LA TECHNOLOGIE (STO)

POUR L'EXERCICE CLOS LE 31 DÉCEMBRE 2024

OPINION DE L'AUDITEUR EXTERNE À L'INTENTION DU CONSEIL DE L'ATLANTIQUE NORD

Audit des états financiers

Opinion sur les états financiers

Le Collège international des auditeurs externes de l'OTAN (IBAN) a audité les états financiers de l'Organisation pour la science et la technologie (STO) portant sur la période de 12 mois ayant pris fin le 31 décembre 2024. Diffusés sous la cote STO-OCS(2025)0040 et soumis à l'IBAN le 31 mars 2025, ces états financiers se composent de l'état de la situation financière au 31 décembre 2024, de l'état de la performance financière, de l'état des variations de l'actif net/situation nette et du tableau des flux de trésorerie pour la période de 12 mois ayant pris fin le 31 décembre 2024, ainsi que d'un résumé des méthodes comptables importantes et d'autres notes explicatives. Ils contiennent en outre un rapport sur l'exécution du budget portant sur la même période de 12 mois.

L'opinion de l'IBAN est que les états financiers donnent une image fidèle et exacte de la situation financière de la STO au 31 décembre 2024 ainsi que de sa performance financière, de ses flux de trésorerie et de l'exécution du budget pour la période de 12 mois ayant pris fin à cette date, en application des dispositions comptables et des normes de compte rendu du cadre comptable OTAN.

Justification de l'opinion émise sur les états financiers

Le Règlement financier de l'OTAN prévoit que l'audit externe des entités OTAN présentant des états financiers et des organismes OTAN établis en vertu du Traité de l'Atlantique Nord est effectué par l'IBAN.

L'IBAN a effectué son audit en se fondant sur les principes définis par l'Organisation internationale des institutions supérieures de contrôle des finances publiques (INTOSAI), comme le prévoit sa charte, et sur des normes conformes aux normes internationales des institutions supérieures de contrôle des finances publiques (ISSAI 2000-2899).

L'IBAN est indépendant, comme le prévoit le Code de déontologie de l'INTOSAI, et il s'est acquitté de ses responsabilités dans le respect des dispositions de ce code. Les responsabilités des membres de l'IBAN sont décrites de manière plus détaillée dans la section « Responsabilités de l'IBAN concernant l'audit des états financiers » et dans sa charte.

L'IBAN estime qu'il a obtenu par son audit les éléments probants nécessaires et suffisants pour lui permettre de formuler une opinion.

Responsabilité de la direction concernant les états financiers

La responsabilité de la direction concernant les états financiers est définie dans le Règlement financier de l'OTAN. Les états financiers de la STO sont établis en application des dispositions comptables et des normes de compte rendu du cadre comptable OTAN tel qu'approuvé par le Conseil. Il incombe au contrôleur des finances de soumettre les états financiers à l'IBAN au plus tard le 31 mars qui suit la fin de l'exercice visé dans les états financiers.

Les états financiers sont signés par le chef de l'entité OTAN concernée et par le contrôleur des finances. En apposant leur signature sur ces documents, ceux-ci confirment que des mesures de gouvernance financière, des mécanismes de gestion des ressources, des contrôles internes et des systèmes d'information financière ont été mis en place et maintenus afin de garantir une utilisation efficace et efficiente des ressources.

Cette confirmation couvre l'élaboration, la mise en place et le maintien d'un ensemble de contrôles internes de nature à permettre l'établissement et la présentation d'états financiers qui soient auditables et exempts d'inexactitudes significatives, que celles-ci relèvent d'une fraude ou d'une erreur. Elle couvre aussi le compte rendu relatif à la capacité de l'entité à poursuivre son activité, la présentation, le cas échéant, des questions relatives à la continuité de l'activité, et l'application du principe comptable de continuité d'activité, à moins qu'il soit prévu de liquider l'entité ou de mettre un terme à son activité ou qu'il n'y ait pas moyen de faire autrement.

Responsabilités de l'IBAN concernant l'audit des états financiers

L'audit a pour objectif de permettre à l'IBAN d'obtenir une assurance raisonnable sur le point de savoir si les états financiers considérés dans leur ensemble sont exempts d'inexactitudes significatives, que celles-ci relèvent d'une fraude ou d'une erreur, et de formuler une opinion à leur sujet. L'assurance raisonnable correspond à un degré de certitude élevé, mais elle ne garantit pas qu'un audit effectué sur la base de normes conformes aux ISSAI permettra dans tous les cas de détecter les inexactitudes significatives. Les inexactitudes, qui peuvent résulter d'une fraude ou d'une erreur, sont considérées comme significatives lorsque l'on peut raisonnablement s'attendre à ce que, considérées isolément ou collectivement, elles influent sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d'audits effectués sur la base de normes conformes aux ISSAI, les auditeurs font appel à leur jugement professionnel et à leur esprit critique tout au long de la planification et de la réalisation du travail. Cela nécessite de tenir compte des particularités que présentent les entités du secteur public. L'IBAN s'attache aussi :

- à recenser et à évaluer les risques d'inexactitudes significatives dans les états financiers, que celles-ci relèvent d'une fraude ou d'une erreur, à concevoir et à mettre en œuvre des procédures d'audit sensibles à ces risques ainsi qu'à obtenir par son audit les éléments probants nécessaires et suffisants pour lui permettre de formuler une opinion ; le risque de non-détection d'une inexactitude significative relevant d'une fraude est plus élevé que le risque de non-détection d'une inexactitude significative relevant d'une erreur, car la fraude peut résulter d'une collusion, d'une falsification, d'omissions intentionnelles, de fausses déclarations ou du contournement du contrôle interne ;

- à acquérir une connaissance du contrôle interne qui soit pertinente pour l'audit, le but étant d'élaborer des procédures d'audit qui soient adaptées à la situation considérée et non pas d'exprimer une opinion sur l'efficacité du système de contrôle interne de l'entité ;
- à déterminer si les méthodes comptables appliquées sont appropriées et si les estimations comptables et les informations connexes fournies par la direction sont raisonnables ;
- à se prononcer sur le caractère approprié ou non de l'utilisation du principe comptable de la continuité d'activité et à déterminer, à partir des éléments probants obtenus par l'audit, s'il existe une incertitude significative du fait d'événements ou de circonstances susceptibles de remettre fondamentalement en cause la capacité de l'entité à poursuivre son activité ; si l'IBAN juge qu'une telle incertitude existe, il est tenu d'appeler l'attention, dans son opinion, sur les informations correspondantes figurant dans les états financiers ou, si ces informations sont incomplètes, de formuler une opinion modifiée ; les conclusions de l'IBAN sont fondées sur les éléments probants en sa possession à la date d'établissement de son rapport d'audit ; il n'est toutefois pas exclu que l'entité soit amenée à cesser son activité en raison d'événements ou de circonstances futurs ;
- à évaluer la présentation générale, la structure et le contenu des états financiers, y compris les informations fournies, et à déterminer si les états financiers rendent compte fidèlement des opérations et des événements qui en font l'objet.

L'IBAN est tenu de communiquer avec les organes chargés de la gouvernance, et notamment de les informer du périmètre et du calendrier de la mission d'audit qu'il prévoit d'effectuer, des principales conclusions de l'audit et des lacunes significatives qu'il aura éventuellement constatées dans le contrôle interne au cours de l'audit. L'opinion que l'IBAN formule à l'intention du Conseil de l'Atlantique Nord doit aider ce dernier à s'acquitter de son rôle. C'est la raison pour laquelle l'IBAN est responsable de ses travaux et de son opinion devant le seul Conseil.

Audit de conformité

Opinion sur la conformité

Sur la base des procédures qu'il a appliquées, l'IBAN estime que rien, dans son audit des états financiers, ne lui donne à penser que les fonds n'ont pas été employés aux bonnes fins – pour le règlement de dépenses autorisées – et en conformité avec le Règlement financier de l'OTAN et le Règlement du personnel civil de l'OTAN.

Justification de l'opinion émise sur la conformité

L'IBAN a effectué l'audit de conformité en se fondant sur les principes définis par l'Organisation internationale des institutions supérieures de contrôle des finances publiques (INTOSAI), comme le prévoit sa charte, et sur des normes conformes aux normes internationales des institutions supérieures de contrôle des finances publiques (ISSAI 4000-4899).

L'IBAN estime qu'il a obtenu par son audit les éléments probants nécessaires et suffisants pour lui permettre de formuler une opinion.

Responsabilité de la direction concernant la conformité

Tous les membres du personnel – civils et militaires – de l'OTAN sont tenus de respecter le Règlement financier de l'OTAN ainsi que les règles et procédures financières qui s'y rattachent et les directives d'application particulières, dont le Règlement du personnel civil de l'OTAN fait partie.

Le chef de l'entité OTAN présentant des états financiers est responsable et tenu comptable d'une saine gestion financière. Les organismes OTAN et les entités OTAN présentant des états financiers doivent administrer leurs finances en s'appuyant sur les principes suivants : adéquation, bonne gouvernance, obligation de rendre compte, transparence, gestion des risques et contrôle interne, audit interne, audit externe, prévention et détection des fraudes.

Responsabilité de l'IBAN concernant la conformité

Selon sa charte, en plus d'être chargé de fournir une assurance raisonnable quant à la question de savoir si les états financiers considérés dans leur ensemble sont exempts d'inexactitudes significatives, l'IBAN doit chaque année rendre au Conseil un avis indépendant lui assurant que les fonds ont été employés aux bonnes fins – pour le règlement de dépenses autorisées (adéquation) – et en conformité avec la réglementation en vigueur (régularité). Par « adéquation », on entend le respect des principes généraux régissant une gestion financière saine ainsi que la conduite des membres de l'administration. Par « régularité », on entend le respect de critères officiels tels que les règlements, règles et procédures applicables.

Il incombe ainsi à l'IBAN d'appliquer des procédures lui permettant d'obtenir en toute indépendance une assurance sur le point de savoir si les fonds ont été employés aux bonnes fins – pour le règlement de dépenses autorisées – et en conformité avec la réglementation en vigueur. De telles procédures prévoient notamment la prise en compte des risques de non-conformité significative.

Bruxelles, le 26 août 2025

Sébastien Lepers
Président

OBSERVATIONS ET RECOMMANDATIONS

L'IBAN n'a formulé aucune nouvelle observation ou recommandation.

L'IBAN a fait le point sur les suites données aux observations et recommandations formulées lors d'audits précédents, et il a constaté que deux questions avaient été traitées et qu'une autre était toujours en cours de traitement.

Le rapport d'audit a été transmis à la STO, dont les commentaires ont ensuite été intégrés dans le document ainsi que, le cas échéant, la position de l'IBAN à leur sujet.

Une lettre a été adressée à la direction de la STO. Elle contient des observations et des recommandations qui ne figurent pas dans le présent rapport d'audit et elle fait le point sur les suites données aux observations et aux recommandations formulées dans de précédentes lettres à la direction. En effet, l'IBAN estime que les questions soulevées relèvent de la responsabilité de celle-ci.

SUITES DONNÉES AUX OBSERVATIONS ANTÉRIEURES

L'IBAN a fait le point sur les suites données aux observations formulées lors d'audits précédents. On trouvera dans le tableau ci-après un récapitulatif de ces observations et recommandations et des mesures prises par l'entité (pour autant qu'elles aient été examinées par l'IBAN) ainsi que l'état de la question.

Une question est considérée comme étant « à traiter » lorsqu'aucun progrès notable n'a encore été réalisé en vue de son règlement. Une question est considérée comme étant « en cours de traitement » lorsque l'entité a commencé à mettre en œuvre la recommandation correspondante ou lorsque certains éléments de la recommandation (mais pas tous) ont été suivis d'effets. Une question est considérée comme étant « traitée » lorsque la recommandation correspondante a été mise en œuvre ou qu'elle a été rendue ou est devenue caduque. Lorsque la recommandation se subdivise en plusieurs éléments, l'état de la question est indiqué pour chacun d'eux dans la colonne « Mesures prises ».

OBSERVATION/RECOMMANDATION	MESURES PRISES PAR L'ENTITÉ	ÉTAT DE LA QUESTION
(1) Exercice 2023 **IBA-AR(2024)0018, paragraphe 1** **MANQUEMENT SIGNIFICATIF AUX PROCÉDURES APPLICABLES LORS DE L'ACQUISITION DE SERVICES DE MAINTENANCE ET DE MISE EN CALE SÈCHE PAR L'INTERMÉDIAIRE DU GESTIONNAIRE DE NAVIRES CERTIFIÉ PAR LE CMRE** **Recommandation de l'IBAN**		Question **en cours de traitement**.

OBSERVATION/RECOMMANDATION	MESURES PRISES PAR L'ENTITÉ	ÉTAT DE LA QUESTION
L'IBAN recommande à la STO : a) d'obtenir de l'autorité compétente, lorsqu'il y a lieu, l'autorisation de déroger aux règles de l'appel d'offres pour passer, avec la société de gestion de navires certifiée, un contrat de gré à gré.	a) Le Comité OTAN pour la science et la technologie (STB) a approuvé, sur recommandation du sous-groupe Finances et Audit (FASG), la demande du CMRE visant à déroger aux règles de l'appel d'offres dans le but de passer un contrat de gré à gré avec la société de gestion de navires certifiée pour 2024 et 2025 (voir AC/323-D(2024)0031). Sous-question **traitée**.	
b) de veiller à ce que ses procédures financières soient conformes aux dispositions de l'article 32.2 du NFR et indiquent quelle est l'autorité chargée d'autoriser les dérogations à l'application stricte de la procédure de mise en concurrence pour les contrats d'une valeur supérieure au niveau E des LFE.	b) Il convient d'actualiser les procédures financières de la STO (AC/323-DS(2017)0003 (INV)) pour qu'elles soient conformes aux dispositions de l'article 32.2 du NFR et qu'elles indiquent quelle est l'autorité chargée d'autoriser les dérogations à l'application stricte de la procédure de mise en concurrence pour les contrats d'une valeur supérieure au niveau E des LFE. Sous-question **en cours de traitement**.	
(2) Exercice 2023 **IBA-AR(2024)0018, paragraphe 2** **INEXACTITUDES LIÉES À LA CONSTATATION D'ÉLÉMENTS FINANCIERS ET OPÉRATIONNELS DANS L'ÉTAT DE LA PERFORMANCE FINANCIÈRE** **Recommandation de l'IBAN** L'IBAN recommande à l'OCS et au CSO : a) d'enregistrer les produits et les charges liés aux résultats financiers, ainsi que les recettes diverses et les reprises de charges sous les rubriques « Produits » ou « Charges » de l'état de la performance financière, conformément au cadre	a) Dans ses états financiers de 2024, la STO a comptabilisé les produits et les charges liés aux résultats financiers, ainsi que les recettes diverses et les reprises de charges, sous les rubriques	Question **traitée**.

OBSERVATION/RECOMMANDATION	MESURES PRISES PAR L'ENTITÉ	ÉTAT DE LA QUESTION
comptable OTAN (IPSAS 1 et IPSAS 3) ; b) de se conformer aux dispositions de l'article 31.2 du NFR s'agissant de consigner, dans les états financiers annuels, les revenus de leurs placements à court terme.	« Produits » ou « Charges » de son état de la performance financière. La question du traitement comptable à réserver aux recettes diverses et aux produits et charges liés aux résultats financiers sera réexaminée par l'IBAN sur la base des précisions qui auront été apportées dans le cadre comptable OTAN sur ce sujet, en particulier en ce qui concerne la répartition des excédents ou déficits liés à des fonds extrabudgétaires. Sous-question **traitée**. b) La note 12 jointe aux états financiers 2024 de la STO fournit une information portant sur les intérêts des placements à court terme, ainsi que les chiffres de l'année précédente pour comparaison. Sous-question **traitée**.	
(3) Exercice 2022 **IBA-AR(2023)0016, paragraphe 1** **NÉCESSITÉ D'AMÉLIORER LES MÉCANISMES DE CONTRÔLE RELATIFS À LA COMPTABILISATION DES AVANCES ET DES COÛTS LIÉS À LA MAINTENANCE DES NAVIRES PAR LA SOCIÉTÉ DE GESTION DES NAVIRES** **Recommandations de l'IBAN** L'IBAN recommande au CMRE : a) de mettre en place, avec la société de gestion de navires, une procédure officielle de production d'états financiers permettant de suivre l'avancement et le coût des travaux de maintenance des navires, le but étant d'assurer la fiabilité de l'évaluation des charges à constater en fin d'exercice selon les principes de la comptabilité d'exercice ; b) d'obtenir de la part de la société de gestion de navires une facture récapitulative indiquant les dépenses à	a) Sous-question **traitée** (voir IBA-AR(2024)0018). b) Sous-question **traitée** (voir IBA-AR(2024)0018).	Question **traitée**.

OBSERVATION/RECOMMANDATION	MESURES PRISES PAR L'ENTITÉ	ÉTAT DE LA QUESTION
imputer sur les avances ; c) d'adopter une procédure normalisée pour la vérification des coûts déclarés par la société de gestion de navires, qui soit conforme aux dispositions du contrat-cadre relatives à l'audit, sur la base, par exemple, d'un examen documenté des factures des sous-traitants.	c) Le CMRE a établi en octobre 2024 une procédure normalisée (SOP) portant sur la comptabilité et le processus de rapprochement des coûts déclarés par la société de gestion de navires. Sous-question **traitée**.	

COMMENTAIRES OFFICIELS DE L'ORGANISATION POUR LA SCIENCE ET LA TECHNOLOGIE (STO) SUR LE RAPPORT D'AUDIT ET POSITION DU COLLÈGE INTERNATIONAL DES AUDITEURS EXTERNES DE L'OTAN (IBAN)

La STO n'a pas fait de commentaires officiels sur le rapport ni sur les observations antérieures.

GLOSSAIRE

En application de la norme internationale des institutions supérieures de contrôle des finances publiques (ISSAI) 2705, les opinions émises au sujet des états financiers et au sujet de la conformité peuvent être des opinions sans réserve, des opinions avec réserve, des déclarations d’abstention ou des opinions défavorables.

- L’IBAN émet une opinion sans réserve (*unqualified opinion*) lorsqu’il estime que les états financiers et le rapport sur l’exécution du budget sont exacts et que rien ne lui donne à penser que les fonds n’ont pas été employés aux bonnes fins – pour le règlement de dépenses autorisées – et en conformité avec la réglementation en vigueur.

- L’IBAN émet une opinion avec réserve (*qualified opinion*) lorsque, d’une manière générale, il est satisfait de la présentation des états financiers mais que, pour certains éléments clés, il constate que les états n’ont pas été correctement établis ou que l’ampleur de l’audit a été limitée, ou lorsque des problèmes particuliers lui donnent à penser que les fonds n’ont pas été employés aux bonnes fins – pour le règlement de dépenses autorisées – et en conformité avec la réglementation en vigueur.

- L’IBAN se déclare dans l’impossibilité d’exprimer une opinion (*disclaimer of opinion*) lorsque l’ampleur de l’audit est extrêmement limitée – au point qu’il n’est pas en mesure d’exprimer une opinion – ou lorsque d’importantes incertitudes entourent les états financiers ou l’emploi des fonds.

- L’IBAN émet une opinion défavorable (*adverse opinion*) lorsqu’une erreur ou une anomalie présente dans les états financiers a des conséquences si étendues et si importantes que, selon lui, une réserve n’est pas suffisante pour faire apparaître le caractère trompeur ou incomplet des états financiers.

En application des normes d’audit, trois types de paragraphe peuvent figurer dans le rapport d’audit :

- Questions clés de l’audit (ISSAI 2701) – Paragraphe qui concerne des questions qui, selon le jugement professionnel de l’IBAN, sont les plus importantes parmi celles qui ressortent de l’audit des états financiers de la période considérée. Les questions clés de l’audit sont portées à l’attention du Conseil.

- Observation particulière (ISSAI 2706) – Paragraphe que l’IBAN ajoute dans la section « Opinion » du rapport d’audit afin d’appeler l’attention sur un élément présenté dans les états financiers dont l’importance est telle, selon lui, qu’il est indispensable à l’utilisateur pour sa compréhension de ces documents.

- Autre observation (ISSAI 2706) – Paragraphe que l’IBAN ajoute dans la section « Opinion » du rapport d’audit pour fournir des informations sur un élément autre que ceux présentés dans les états financiers qui, selon lui, est important pour la compréhension, par l’utilisateur, de l’audit, des responsabilités de l’auditeur ou du rapport d’audit.

Consolidated financial statements of the

NATO SCIENCE AND TECHNOLOGY ORGANIZATION

for the year ended 31 December 2024

Science & Technology
Organization (STO)

Index

Introduction

1. The NATO Science & Technology Organization (STO) is a NATO organisation, with a Charter approved by the North Atlantic Council. The mission of the STO is to help position the Nations' and NATO's S&T investments as a strategic enabler of the knowledge and technology advantage for the defence and security posture of NATO Nations and partner Nations by:

a. Conducting and promoting S&T activities that augment and leverage the S&T capabilities and programmes of Nations and NATO in support of Alliance objectives;

b. Contributing to NATO's ability to influence security and defence related capability development and threat mitigation in NATO and partner Nations;

c. Delivering targeted and timely evidence-based advice in support of decision-making in NATO Nations and NATO.

2. According to the STO Charter, governance of the STO is vested in the Science & Technology Board (STB). The STO has three separate executive bodies:

a. Office of the Chief Scientist (OCS), located in the NATO Headquarters, Brussels, Belgium;

b. Collaboration Support Office (CSO), located in Neuilly-sur-Seine, France ; and

c. Centre for Maritime Research & Experimentation (CMRE), located in La Spezia, Italy.

3. Russia's unprovoked war on Ukraine, the NATO Strategic Concept, the Madrid, Vilnius and Washington Summits have put a new emphasis on S&T in NATO and so the STO. Heads of State and Government and Allies at NATO have identified S&T as a key strategic enabler to NATO. Immediately following the 2022 invasion of Ukraine, the NATO STB established the STO2030 Working Group (WG) to develop strategic guidance on the future direction of the STO towards 2030. The WG continued its work throughout 2024.

4. In 2024, the OCS has been leading on the revision of the NATO S&T Strategy. Per STO Charter (C-M(2012)0046,), the NATO STB, is tasked to develop, implement and update a long-term NATO S&T Strategy, as part of its responsibility for exercising unified governance over NATO S&T. In view of the heightened interest in S&T across the Alliance and in particular in NATO HQ, the STB mandated the revision of the NATO S&T Strategy to be delivered to the STB in spring 2025 for agreement. Subsequently, the Strategy will be submitted to Council for approval and Defence Ministers for endorsement in quarter two of 2025. In 2024, the continued significant changes in the political-military environment, taken together, have meant a further, significant, sustained increase in the demand for S&T products and services. The OCS has successfully delivered evidence-based advice to senior political and military leaders and policy-makers; and intensified its coordination across many stakeholders (Deputy Permanent Representatives Committee and the Military Committee, as well as International Military Staff, Allied Command Transformation, International Staff/Innovation, Hybrid and Cyber and Defence Investment, Joint Intelligence and Security Division). Driven by the ambitious NATO2030 agenda, the demand for S&T-based advice to leadership, such as on Climate Change, has grown and will continue to grow in the coming years. The Chief Scientist's programmatic budget was instrumental to continue to build S&T capacity in fledgling research areas, to seek knowledge and insights from

external sources, and to build tools that facilitate programme coordination and provide situational awareness of the evolving global S&T environment.

5. The CSO concentrated its efforts during 2024 on delivering an efficient executive and administrative support to the Collaborative Programme of Work (CPoW), thus directly enabling the CSO's vision to "Empower NATO's Technological Edge". Further, tasked by the NATO STB in the framework of the STO2030 study, the CSO started implementation of the 16 Action items approved by the STB as part of the CPoW 2024-2030 Strategy. The aim of this Strategy is to ensure that the S&T CPoW remains the "Forum of Choice for Collaborative Defence and Security S&T" for NATO Nations for the next 20 years and that its adapted and modernized structure and organization facilitates the research into new military capabilities with a view to deliver them faster to Nations' militaries and their war fighters.

6. In 2024, CMRE strengthened its role as a leader in maritime research and innovation for NATO and the nations. In April, it hosted the North Atlantic Council Permanent Representatives and the NATO Deputy Secretary-General, showcasing cutting-edge research and high-end future warfighting capabilities. In October, CMRE led major experimentation efforts at the ACT Innovation Continuum event, demonstrating multi-domain autonomous systems and the MAINSAIL situational awareness tool for the protection of Critical Undersea Infrastructures. At sea, it conducted its seventh Arctic expedition and successfully tested advanced sonar technologies for anti-submarine warfare. With over €36 million in revenue and a growing workforce, including 24 new hires and 62 visiting scientists, CMRE remains at the forefront of maritime research for the Alliance.

7. Nevertheless, despite the challenging circumstances, the STO and its composing activities and programmes were able to successfully contribute to the Alliance's overall objectives, its three core tasks and strengthened its Deterrence and Defence posture.

BM Wells

Dr Bryan Wells
NATO Chief Scientist
Chair, NATO Science and Technology Board

Horgan

Mike HORGAN
GBRCV – Financial Controller
International Military Staff
Science & Technology Organisation

STO Statement of Internal Control

1. Scope of responsibility

The NATO Chief Scientist[1] together with the Directors of the CSO and CMRE, as Heads of the three Executive Bodies of the STO, collectively exercise overall responsibility for STO Risk Management and Internal Control systems, in accordance with NATO Financial Regulations (NFRs).

NFRs also state that the Financial Controller is responsible for the organisation and administration of the internal control system, which includes a responsibility to the Heads of NATO bodies for financial risk management standards according to Financial Rules and Procedures (FRPs) as well as establishing a system of internal financial and budgetary control.

Oversight is provided by the STB, supported by various subcommittees, who routinely scrutinize senior management reports on strategic operational matters.

2. Purpose of the internal control system

The internal control system is based on an iterative process designed to identify the principal risks to the achievement of objectives, and to evaluate the nature and extent of those risks and to manage them effectively. Internal control and risk management can only provide a reasonable assurance, so the effectiveness of the system is designed to manage and minimize rather than eliminate risk.

3. Internal control and risk frameworks

Internal directives cover all aspects of business operations at entity level for the OCS, CSO and CMRE. Internal directives also include STO financial operating procedures. At an organisational level, the STO Financial Procedures and Risk Management Policy support the STB Finance and Audit Sub-Group (FASG) with all financial, audit and risk aspects of the STB's governance.

In the financial domain, the finance and accounting system has built-in approval workflows, controls and verifications, which grant the necessary segregation of responsibilities, together with relevant audit trails, and ensures sufficient control as regards consistency and accuracy of financial transactions, and compliance to the NFRs.

The cultural and ethical values of the overall control environment are established by senior management. The promotion of ethical values includes the promulgation of the NATO-wide Code of Conduct Code of Conduct. STO internal communications are enhanced by strong reporting lines. The STO has extensive guidance on the management of information and communications. This promotes effective communications in pursuit of operational objectives, and in turn provides for effective functioning of internal control.

The overall structure of the STO incorporates clearly defined responsibilities and authorities in the pursuit of operational objectives. In this regard, the FASG mission is to prepare the decision-making process of the STB, pertaining to the financial, audit, and financial risk aspects in the governance of

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1 Leadership of the STO is exercised by a single authority, the Chief Scientist, in three roles: Chair of the STB; Head of the Office of the Chief Scientist (OCS); Senior scientific advisor to NATO.

the STO and the STO's executive bodies. Disclosures of any senior management related party transactions are registered annually.

4. Capacity to manage risks and establish effective internal controls

The STB acts as the Risk Champion by promoting and encouraging risk management at all levels of the STO from the top down. The STB ensures that major decisions are subject to a risk assessment and regularly reviews the most serious risks threating the strategic objectives of the STO. The FASG Chair acts as the STO Risk Executive. He/she oversees the execution of this policy and the adoption of the overall risk process and is supported by the Financial Controller. The STO Risk Executive also monitors and advises stakeholders on the STO's internal control mechanisms. The FASG reviews and comments on the findings of internal audit and on the maturity and effectiveness of the STO risk management practices.

Risk identification and management is performed at entity-level and the STB is informed about financial risks affecting the STO. The STO entities reports at least biannually to the STB through the FASG on their financial business operations.

On financial matters for common-funded entities (OCS and CSO), financial requirements comprising the yearly budget proposals are screened and reviewed by the Nations. In addition, interim Budgetary Execution Reports are presented to, and reviewed by, the Budget Committee twice per year. For the customer-funded entity (CMRE), the financial execution and the annual financial plan (including charge-out rates) are submitted to and screened by FASG, which also sits biannually.

5. Review of adequacy and effectiveness of the internal control system

An evaluation of the adequacy and effectiveness of the STB financial governance was initiated during 2024 which was assessed by means of a self-assessment survey targeted at all applicable stakeholders. The financial governance self-assessment survey was designed around the principle guiding policies that direct STO financial activities, these included the Charter of the STO, the FASG Terms of Reference, and the NATO Guidelines on Corporate Governance. This review will be concluded during 2025.

The STO is subject to annual internal audit, as well as external audit from the International Board of Auditors for NATO (IBAN). External audits include examinations of internal controls and compliance with applicable rules and regulations.

6. Outcome of the review of adequacy and effectiveness of the internal control system

During 2024, the STO conducted the first iteration of an internally managed self-assessment survey. The outputs of this survey are still being assessed; however, early indications are that a high degree of financial governance is perceived to exist across the organisation, whilst there are potential areas for improvement. Areas for further analysis or improvement included: risk management entity oversight and consolidated risks; STO/STB and NATO budget alignment; integration of the Internal Audit function; CMRE long-term capital investment planning; and clarification of roles and responsibilities. These observations will be carried-forward to the STB in 2025 for further assessment and prioritization.

7. Annual confirmation by the Head of NATO Body and the Financial Controller

We confirm that an effective internal control system is maintained and operated by the STO in financial year 2024 and up to the date of these financial statements. We confirm that the internal control system provides reasonable assurance of the achievement of the following objectives: effectiveness and efficiency of operations; reliability of financial information; compliance with applicable rules and regulations; and safeguarding of assets.

BHWells

Dr Bryan WELLS
NATO Chief Scientist
Chair, NATO Science and Technology Board

M Horgan

Mike HORGAN
GBRCV - Financial Controller
Science & Technology Organisation

STO Consolidated Statement of Financial Position

as at 31 December 2024

(in EUR)

	Notes	2024	2023
Assets			
Current assets			
Cash and cash equivalents	2	24,784,733	15,499,642
Receivables	3	8,181,929	9,435,675
Prepayments	4	1,029,349	1,417,936
		33,996,011	26,353,253
Non-current assets			
Property, plant & equipment	5	3,722,308	3,624,114
		3,722,308	3,624,114
Total assets		37,718,319	29,977,367
Liabilities			
Current liabilities			
Payables	6	3,438,080	3,411,804
Deferred revenue	7	793,571	1,067,241
Advances	8	8,160,403	4,235,037
Other current liabilities	9	1,378,055	846,041
		13,770,109	9,560,123
Non-current liabilities			
Deferred revenue	10	596,942	721,223
		596,942	721,223
Total liabilities		14,367,051	10,281,346
Surplus/Deficit		3,655,247	6,115,142
Retained earnings		19,696,021	13,580,879
Total net assets	11	23,351,268	19,696,021
Total net assets and liabilities		37,718,319	29,977,367

B H Wells

Dr Bryan Wells
NATO Chief Scientist
Chair, NATO Science and Technology Board

Horgan

Mike HORGAN
GBRCV – Financial Controller
Science & Technology Organisation

The notes on pages 12 to 27 form an integral part of these financial statements.

The financial statements were issued to the International Board of Auditors for NATO on 31 March 2025.

STO Consolidated Statement of Financial Performance

for the year ended 31 December 2024

(in EUR)

	Notes	2024	2023 Restated
Revenue	12		
Revenue		48,655,781	44,485,216
Financial revenue		199,411	117,652
Other revenue		34,426	11,681
Total revenue		48,889,618	44,614,548
Expense			
Personnel	13	23,025,629	20,453,091
Contractual supplies and services	14	21,227,063	16,689,525
Depreciation	5	933,742	1,209,512
Financial costs		47,937	147,278
Total expense		45,234,371	38,499,406
Surplus/(Deficit) for the period		3,655,247	6,115,142

STO Consolidated Cash Flow Statement

for the year ended 31 December 2024

(in EUR)

	Notes	2024	2023
Cash flow from operating activities			
Surplus/(Deficit)		3,655,247	6,115,142
Non-cash movements			
Depreciation	5	933,742	1,209,512
Effect of foreign exchange rate changes		(37,372)	28,712
Increase / (decrease) in payables		26,276	612,571
Increase / (decrease) in deferred revenue		(273,671)	647,370
Increase / (decrease) in advances		3,925,367	1,326,783
Increase / (decrease) in other current liabilities		532,014	178,358
Increase / (decrease) in deferred revenue		(124,281)	(12,339)
(Increase) / decrease in other current assets		388,586	(497,735)
(Increase) / decrease in receivables		1,253,747	(2,685,418)
Net cash flow from operating activities		10,279,656	6,922,956
Cash flow from investing activities			
Purchase of property plant and equipment	5	(1,031,937)	(2,640,328)
Net cash flow from investing activities		(1,031,937)	(2,640,328)
Cash flow from financing activities			
Cash in from IMS BG transfer		-	700,000
Cash out from IMS BG transfer		-	(700,000)
Net cash flow from financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		9,247,719	4,282,628
Cash and cash equivalent at the beginning of the period		15,499,642	11,245,726
Effect of foreign exchange rate changes		37,372	(28,712)
Cash and cash equivalent at the end of the period	2	24,784,733	15,499,642

STO Consolidated Statement of Changes in Net Assets

for the year ended 31 December 2024

(in EUR)

	Commitments / Legal Obligations	Depreciation Reserve	Vessels Reserve	Net Equity Fund	General Reserve	Total
Balance at the end of the period 2022	1,269,213	1,459,737	2,210,850	3,500,000	5,141,079	13,580,879
Surplus/(deficit) for the period	1,673,981	1,443,155	(1,251,286)	-	4,249,292	6,115,142
Change in net assets/equity for the year ended 2023	1,673,981	1,443,155	(1,251,286)	-	4,249,292	6,115,142
Balance at the end of the period 2023	2,943,194	2,902,892	959,564	3,500,000	9,390,371	19,696,021
Surplus/(deficit) for the period	(580,624)	222,475	900,000	-	3,113,396	3,655,247
Change in net assets/equity for the year ended 2024	(580,624)	222,475	900,000	-	3,113,396	3,655,247
Balance at the end of the period 2024	2,362,570	3,125,367	1,859,564	3,500,000	12,503,767	23,351,268

Notes to the STO Consolidated Financial Statements

1. Significant accounting policies

1.1. Basis of preparation

These financial statements 2024 have been prepared in accordance with the NATO Accounting Framework (NAF). The NAF is based on International Public Sector Accounting Standards (IPSAS) as adapted by the North Atlantic Council. The financial statements comply with the financial requirements of the NFRs and the associated FRPs as well as with relevant STO directives and policies.

The financial statements have been prepared on a going-concern basis.

In accordance with Article 2 of the NFRs, the financial year covered by these financial statements is 1 January to 31 December 2024.

The financial statements have been prepared on the historical cost basis except for financial instruments that are measured at fair value at the end of each reporting period. The accounting principles considered to be appropriate for the recognition, measurement and reporting of the financial position, performance and cash flows on an accrual-basis, using historical costs have been applied consistently throughout the reporting period. The significant principal accounting policies are set out below.

Figures in these financial statements are rounded to the nearest EUR and as a result, balancing totals may display minor discrepancies.

1.2. Accounting estimates and judgments

In accordance with IPSAS, the financial statements necessarily include amounts based on estimates and assumptions made by management and based on experience as well as on the most reliable information available. In exercising the judgements to make the estimates, a degree of caution was included in light of the principle of 'prudence' required by IPSAS.

The estimates and underlying assumptions are reviewed on an ongoing basis. These estimates and assumptions affect the amounts of assets, liabilities, revenue and expenses reported. By their nature, these estimates are subject to measurement uncertainty. The effect of changes to such estimates and assumptions in future periods could be significant to the financial statements.

1.3. Changes in accounting policy and standards

The same accounting policies are applied within each period and from one period to the next, unless a change in accounting policy meets one of the criteria set in IPSAS 3. For the 2024 financial statements, the accounting policies have been applied consistently throughout the reporting period.

1.4. Changes in pronouncements

The STO has not applied the following new IPSAS that has been issued but is not yet effective. The STO will continue to assess the impact of this new standard to be prepared for the implementation, if required.

IPSAS	***Name***	***Issue date***	***Effective date for periods beginning on or after***
IPSAS 43	*Leases*	*January 2022*	*01 January 2026**

* PO(2024)0270 Effective implementation dates of new International Public Accounting Standards in NATO

For the following IPSAS that have been issued but are not yet effective, currently, it is not expected that the adoption of or updates to these standards will have a material impact on the financial statements of the STO in future periods.

IPSAS	***Name***	***Issue date***	***Effective date for periods beginning on or after***
IPSAS 44	*Non-current Assets Held for Sale and Discontinued Operations*	*May 2022*	*01 January 2026**
IPSAS 45	*Property, Plant & Equipment*	*May 2023*	*01 January 2026**
IPSAS 46	*Measurement*	*May 2023*	*01 January 2026**
IPSAS 47	*Revenue*	*May 2023*	*01 January 2026*
IPSAS 48	*Transfer Expenses*	*May 2023*	*01 January 2026*
IPSAS 49	*Retirement Benefit Plans*	*November 2023*	*01 January 2026*
IPSAS 50	*Exploration and Evaluation of Mineral Resources*	*November 2024*	*01 January 2027*

* PO(2024)0270 Effective implementation dates of new International Public Accounting Standards in NATO

1.5. Foreign currency transactions

These financial statements are presented in EUR, which is the functional and reporting currency of the

STO. Foreign currency transactions are accounted for at the NATO exchange rates prevailing on the transaction date. Monetary assets and liabilities which were denominated in foreign currencies at year-end are assessed for materiality and if material translated into EUR using the applicable NATO exchange rates as at 31 December 2024. Realized and unrealized gains and losses resulting from the settlement of such transactions and from the revaluation at the reporting dates of monetary assets and liabilities denominated in foreign currencies are recognized in the Statement of Financial Performance.

1.6. Consolidation

According to Article 25 of the Charter of the NATO STO, the NATO Chief Scientist, supported by the STO Financial Controller, shall submit consolidated annual financial statements to the STB and the IBAN.

The three bodies comprising STO each have a separate Head of NATO Body, and a separate budget or revenue stream. OCS and CSO are common-funded entities, while CMRE is customer-funded. None of the bodies has control over the others, as defined in IPSAS 35 - paragraphs 18-22.

Morale and Welfare Activities (MWA) such as sport, community service, retail and concessionary activities are only conducted by the CMRE. In accordance with the NAF departure from IPSAS 6, these activities are not consolidated into the respective financial statements of NATO reporting entities. More information on MWA is disclosed in note 22.

1.7. Services in-kind

The STO received services in-kind in the form of military personnel provided by the NATO nations. Such personnel are assigned to specific military positions on the Peacetime Establishments (OCS and CSO) and Personnel Establishment (CMRE) of the executive bodies and/or provided as voluntary contributions. This also includes military personnel assigned to the crew of the NATO Research Vessel (NRV) Alliance and the Coastal Research Vessel (CRV) Leonardo. In these financial statements, received services in-kind are not recognized.

1.8. Financial instruments

STO uses only non-derivative financial instruments as part of its normal operations. These financial instruments include cash, bank accounts, deposit accounts, accounts receivable, provisions and cash transfers between NATO entities.

All the financial instruments are recognized in the Statement of Financial Position at their fair value.

Credit risk: In the normal course of business, STO incurs credit risk from trade receivables and transactions with banking institutions. The STO manages its exposure to credit risk by:

- Holding current account bank balances and short-term deposits with registered banking institutions with a high credit rating;

- Maintaining credit control procedures over receivables.

The maximum exposure as at 31 December 2024 is equal to the total amount of bank balances, short-term deposits, and receivables disclosed in the Statement of Financial Position. Receivables considered doubtful or uncollectible are adequately accounted for. There is a very limited credit risk associated with the realization of these instruments.

Currency risk: The STO's exposure to foreign currency exchange risk is very limited, as most of its transactions are dealt with in euros. A limited number of transactions are accounted for in other currencies.

Liquidity risk: The liquidity risk is based on the assessment of whether the organization will encounter difficulties in meeting its obligations associated with financial liabilities.

For OCS and CSO, there is a very limited exposure to liquidity risk because of the budget funding mechanism that guarantees contributions in relation to approved budgets. The accuracy of forecasting cash requirements as well as the delay in payment represent the main liquidity risk. For CMRE, liquidity risk is minimized by the cash available in the Net Equity Fund (NEF) and by the policy of requiring pre-payments and milestone payments from customers.

Interest rate risk: The organization is restricted from entering into borrowings and investments, and therefore there is no interest rate risk identified.

1.9. Cash and cash equivalents

Cash and cash equivalents are defined as short-term assets. They include cash in hand and deposits held with banks.

1.10. Receivables

Receivables are stated at net realizable value after provision for doubtful and uncollectible debts. Receivables include amounts due from third parties, other NATO entities and/or staff members.

Contributions receivable are recognized when a call for contribution has been issued to the NATO member nations. No allowance for loss is recorded with respect to Allies' assessed contributions receivable except for exceptional and agreed technical reasons.

1.11. Prepayments

Prepayments and deposits are payments to suppliers, employees and other NATO entities in advance of the period to which they pertain.

1.12. Property, plant and equipment (PP&E)

PP&E with finite useful lives that are acquired separately are carried at initial cost less accumulated depreciation and any recognized impairment losses.

Depreciation is recognized on a straight-line basis over their estimated useful lives. Monthly depreciation is charged in the month of acquisition and nil in the month of disposal. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period with the effect of any changes in estimate accounted for on a prospective basis. Property, plant and equipment is derecognized when no future economic benefit is expected. The cost and any related accumulated depreciation are removed from the accounting records.

Property, plant and equipment are capitalized in the following categories:

Category	Useful life	Threshold
Mission equipment	3	50,000
AIS equipment	3	50,000
Vessels	2.5 - 5	200,000
Vehicles	5	10,000
Installed equipment	10	30,000

Assets purchased prior to the implementation of the NATO Accounting Framework

In accordance with the NAF adaptation of IPSAS 17, PP&E acquired prior to 1 January 2013 has been fully expensed and the STO does not foresee any grouping of assets. STO owns or controls approximately 100 assets purchased before 1 January 2013, amongst them the NRV Alliance and the CRV Leonardo. In accordance with the NATO Accounting Framework, the STO capitalizes improvements made to the assets on or after 1 January 2013 within the relevant equipment category.

The premises of the three entities are generally provided by the Host Nation at no cost or at a nominal charge. Leasehold improvements made after 1 January 2013 are capitalized in accordance with the STO accounting policies.

STO – Assets purchased prior to the implementation of the NATO Accounting Framework

In accordance with the NAF, PP&E acquired prior to 1 January 2013 has been fully expensed and the STO does not foresee any grouping of assets.

CMRE owns approximately 100 assets purchased before 1 January 2013.

- *Vessels*
  - *The NRV Alliance*
  - *The CRV Leonardo*
- *IT Equipment*
  - *Disaster recovery*
  - *Satellite communication system*
  - *Various workstations and servers*
- *Mission Equipment*
  - *Multiple types of autonomous vehicles*
  - *Towed acoustics arrays*
  - *Multiple types of sonar*
- *Vehicles (car and forklift)*
- *Machinery (shredding machine)*
- *Installed Equipment*
  - *Air condition systems for the new and old building*
  - *Uninterrupted Power Supply (UPS) systems*
  - *TV closed circuit system*

NATO Research Vessels

The NATO vessels NRV Alliance and CRV Leonardo are used to carry out the CMRE programme of work for its customers. The CMRE and its predecessor organizations acquired full operational control and beneficial ownership of these two NATO vessels in 1988 and 2002 respectively. Following a North Atlantic Council decision on 21 December 2015, custody of both vessels (on behalf of NATO) was transferred from the Supreme Allied Commander Transformation, to the CMRE with effect from 1 January 2016.

The vessels are operated by the Italian Navy under Italian flagging and Italian military crew as agreed in a memorandum of understanding between the CMRE and Italy.

Notwithstanding the formal transfer in custody effective 1 January 2016, both vessels have been under the full operational control of the CMRE since their introduction into service in 1988 and 2002. The transfer of custody on behalf of NATO was a non-adjusting event. The acquisition date of both vessels remains unchanged. These assets have been recorded in accordance with the accounting policy in outlined in paragraph 1.12. In accordance with the NAF, improvements made to the vessels on or after 1 January 2013 are capitalized within the relevant equipment category.

CMRE intends to operate the vessels for the foreseeable future. Costs related to a potential future divestment have therefore not been assessed nor accounted for. Any future divestment decision (sale, dismantling or donation) regarding these vessels requires formal approval from the North Atlantic Council upon recommendation from the Defence Policy and Planning Committee (Resources) and the Resource Policy and Planning Board.

1.13. Impairment of tangible and intangible assets

The carrying values of non-current assets are reviewed for impairment when events or changes in circumstances indicate that they may be not recoverable. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Any provision for impairment is charged against the statement of financial performance in the year concerned.

1.14. Payables

Payables (including amounts due to other NATO entities) are recognized at their fair value. This includes estimates of accrued obligations for goods and services received but not yet invoiced.

1.15. Deferred revenue

For OCS and CSO, deferred revenue represents contributions from NATO member nations that have been called for current or prior year budgets but that have not yet been recognized as revenue.

For CMRE, deferred revenue represents revenue from customers for current or prior year activities for which goods have not been delivered or services have not been rendered at year-end.

1.16. Advances

For OCS and CSO, advances are contributions from Allies or third parties called or received, that are related to future budgets. Funds are called in advance of their need because the entity has no capital that would allow it to pre-finance any of its activities.

For CMRE, advances from customers are either cash received as working capital or result from advance billing to customers where the rate of expenditure has fallen behind the agreed payment milestones.

1.17. Employee benefits – Post-employment benefits

STO employees participate either in the Defined Contribution Pension Scheme (DCPS) or in the Coordinated Pension Scheme (NATO Defined Benefit Plan).

The assets and liabilities for all of NATO's post-employment benefit schemes are accounted for centrally at NATO Headquarters by the International Staff (NATO IS) and therefore are not recognized in these financial statements.

- **Defined Contributions Pension Scheme**: The assets of the plan are held separately from those of STO in funds under the control of an independent Administrator. The STO is required to contribute a specified percentage of payroll costs to the DCPS to fund the benefits. Payments to the DCPS are recognized as an expense when employees have rendered service entitling them to the contributions. The only obligation of STO with respect to the DCPS is to make the specified contributions.

- **Coordinated Pension Scheme**: Employees who joined NATO before 1 July 2005 are members of the NATO Coordinated Pension Scheme, which is a funded defined benefit plan. Under the plan and upon completion of 10 years employment with NATO, the employees are entitled to retirement benefits of 2% per year of service of final basic salary on attainment of a retirement age of 60.

- **Continued Medical Coverage**: Some qualifying retirees may also benefit from Continued Medical Coverage.

1.18. Net Assets

Net assets are the residual interest in the assets of the entity after deducting its liabilities.

NATO entities perform their activities on a no profit/no loss basis over the reporting period. However, this does not prohibit the realization of an operating surplus or deficit in the financial reporting period.

1.19. Revenue

Revenue comprises contributions from member nations and other customers to fund STO activities. Revenue is recognized to the extent that it is probable that the economic benefits will flow to the entity and the revenue can be measured reliably.

For OCS and CSO, revenue is recognized in the Statement of Financial Performance in the year for which the contributions are used for their intended purpose as envisioned by the budgets. The balance of unspent contributions and other revenues that relate to future periods are deferred accordingly. Where a transfer is subject to conditions that, if unfulfilled, require the return of the transferred resources, the entity recognizes a liability until the condition is fulfilled.

For CMRE, revenue is recognized as goods and services are delivered to customers.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Exchange rate revenue due to transactions in foreign currency, in accordance with IPSAS 4 – The Effects of Changes in Foreign Exchange Rates, is recognized as financial revenue.

The comparative figures for 2023 were restated in order to align the presentation of the financial revenue in the Statement of Financial Performance.

1.20. Financial costs

Bank charges and exchange rate losses due to transactions in foreign currency are recognized as finance costs in the Statement of Financial Performance.

The comparative figures for 2023 were restated in order to align the presentation of the financial costs in the Statement of Financial Performance.

2. Cash and cash equivalents

	(in EUR)	
	2024	**2023**
Current accounts	24,782,318	15,497,202
Petty cash	2,415	2,440
Total	**24,784,733**	**15,499,642**

Cash and cash equivalents are short-term liquid assets, held in EUR, GBP and USD. Deposits are held in interest bearing bank accounts in immediately available funds. For OCS and CSO, cash holdings are largely determined by the timing of contribution receipts from Allies, which arrive in two instalments, generally in April and November.

3. Receivables

	(in EUR)	
	2024	**2023**
Receivable from non consolidated NATO entities	2,597,469	3,697,519
Other receivables	1,052,306	1,992,617
Accrued revenue	4,726,292	3,745,539
Allowance for doubtful receivables	(194,137)	-
Total	**8,181,929**	**9,435,675**

Receivables from non-consolidated NATO entities are mainly invoices issued to ACT.

Other receivables include other customers and government reimbursements.

Accrued revenue primarily derives from services related to ACT.

Allowance for doubtful receivables represents an estimate of accounts receivable that will not be paid by customers.

4. Prepayments

	(in EUR) 2024	2023
Prepaid expenses	532,874	408,855
Advances to vendors	376,476	889,081
Security deposit	120,000	120,000
Total Prepayments	**1,029,349**	**1,417,936**

Prepaid expenses are amounts paid for expenses to be incurred or services to be rendered in the following financial years. The figure relates, for the most part, to CMRE prepaid insurance for the two vessels and software licences. The balance includes education advances paid to staff members for the following school year.

Advances to vendors are payments for which goods have not been received, or services have not been rendered.

Security deposit is an amount paid to the CMRE electricity supplier as a guarantee which will be returned to CMRE after the termination of the contract.

5. Property, plant and equipment

(in EUR)

Cost	**Mission equipment**	**AIS equipment**	**Vehicles**	**Installed equipment**	**Vessels**	**Work in progress**	**Total**
Balance at 1 January 2023	4,950,015	1,384,137	103,024	3,339,408	1,010,114	32,693	10,819,391
Addition	86,680	-	-	136,655	2,001,285	448,400	2,673,020
Adjustments in 2023	-	-	-	-	-	(32,693)	(32,693)
Balance at 31 December 2023	5,036,695	1,384,137	103,024	3,476,063	3,011,399	448,400	13,459,718
Additions in 2024	214,864	76,270	-	-	-	740,803	1,031,937
Adjustments in 2024				-		-	-
Balance at 31 December 2024	5,251,559	1,460,407	103,024	3,476,063	3,011,399	1,189,203	14,491,655
Accumulated Depreciation							
Balance at 1 January 2023	(4,881,418)	(1,263,514)	(60,225)	(1,904,251)	(516,685)	-	(8,626,093)
Depreciation expenses 2023	(75,874)	(120,623)	(15,139)	(337,221)	(660,654)	-	(1,209,511)
Balance at 31 December 2023	(4,957,292)	(1,384,137)	(75,364)	(2,241,472)	(1,177,339)	-	(9,835,604)
Depreciation expenses 2024	(100,698)	(21,314)	(9,483)	(348,107)	(454,140)	-	(933,742)
Balance at 31 December 2024	(5,057,990)	(1,405,451)	(84,847)	(2,589,579)	(1,631,480)	-	(10,769,347)
Net book value							
Balance at 31 December 2023	79,403	-	27,660	1,234,591	1,834,060	448,400	3,624,114
Balance at 31 December 2024	193,569	54,956	18,177	886,484	1,379,920	1,189,203	3,722,308

The depreciation charge for the year was 933,742 EUR (2023: 1,209,511 EUR)

Write-offs

In 2024, no write-offs met the disclosure criteria laid out in the NFRs.

6. Payables

	(in EUR) 2024	2023
Payable to suppliers	1,779,021	865,516
Accruals	1,452,662	2,369,750
Other payables	206,397	176,538
Total	**3,438,080**	**3,411,804**

Payables to suppliers are short-term liabilities to third parties directly related to the activities and operations of the STO. The average credit period on purchases is 30 days.

Accruals mainly relate to goods and services received before year-end and untaken leave.

Other payables mainly relate to pension schemes and insurance.

7. Deferred revenue

Deferred revenue of 793,571 EUR at year-end 2024 (2023: 1,067,241 EUR), is related to PoW activities (OCS and CSO) and associated commitments not fully delivered by suppliers (carried-forward) at 31 December 2024 due to delays from contractors unable to fulfil their deliveries as planned.

8. Advances

	(in EUR) 2024	2023
Advances from customers	597,580	611,024
Advance contributions	7,500,000	3,600,000
Other advances	62,823	24,013
Total	**8,160,403**	**4,235,037**

Advances from customers (applicable to CMRE) and contributions (applicable to OCS and CSO) are cash called or received related to future years' budgets. Following the budget increases for OCS and CSO, the contribution advances have increased accordingly

9. Other current liabilities

	(in EUR) 2024	2023
Lapsed budget authorizatio ns	1,218,217	719,030
Operational result	34,426	49,664
Financial result	125,412	77,347
Other Current Liabilities	**1,378,055**	**846,041**

Other current liabilities include surplus funds to be returned to the nations. They include lapsed appropriations and miscellaneous income from operational and financial results.

Lapsed budget authorisations as at 31 December 2024 include a lapsed special carry forward of EUR 300,000 from 2023.

10. Deferred Revenue – Non-current liabilities

The non-current deferred revenue represents the net carrying amount of PP&E of OCS and CSO in an amount of 596,942 EUR (2023: 721,223 EUR). The revenue will be recognized in the same year as related depreciation expense.

11. Net Assets

The surplus of the period of 3,655,247 EUR increased the CMRE net assets, which are allocated as follows:

	Commitments / Legal Obligations	Depreciation Reserve	Vessels Reserve	Net Equity Fund	General Reserve	Total
Net Assets 31 December 2023	**2,943,194**	**2,902,892**	**959,564**	**3,500,000**	**9,390,371**	**19,696,021**
Net change in Vessels Reserve	-	-	900,000	-	-	900,000
Net change in PPE	-	222,475	-	-	-	222,475
Net change in Commitments	(580,624)	-	-	-	-	(580,624)
Net change in Net Equity Fund	-	-	-	-	-	-
Net change in General Reserve	-	-	-	-	3,113,396	3,113,396
Net Assets 31 December 2024	**2,362,570**	**3,125,367**	**1,859,564**	**3,500,000**	**12,503,767**	**23,351,268**
				Net result of the period		**3,655,247**

Commitments/Legal Obligations

Commitments/ Legal Obligations represent the value of orders for goods and services placed in one financial year, but neither received nor invoiced until the following fiscal year(s).

Depreciation Reserve

The depreciation reserve represents the net book value of assets and a source of future depreciation expense.

Vessels Reserve

The reserve is used to accumulate resources in current periods to fund future major vessel upkeep projects.

NRV Alliance and CRV Leonardo undergo one major and one minor upkeep on a five-year period cycle. At year-end, a contribution to the vessel reserve fund was made in the amount of 900,000 EUR in preparation for the next upkeep.

Net Equity Fund (NEF)

The STO Charter states that the governing board may establish a NEF to facilitate the CMRE operations. The fund was established to provide liquidity for projects, to act as a buffer for project gains and losses, and to be a source of funds for investments.

General Reserve

This represents the net accumulated surplus available for allocation in subsequent financial periods. In 2024, due to an expansion of the revenue, the general reserve increased by 3.113,396 EUR (2023 increased by 4,249,292 EUR).

12. Revenue

	2024	2023
Revenue from contributions	16,862,464	12,919,142
Revenue from services	31,953,155	31,655,102
Financial surplus/deficit	(125,412)	(77,347)
Other Revenue	(34,426)	(11,681)
Total	**48,655,781**	**44,485,216**

Revenue from contributions is revenue received from the member nations to fund the operational expenses of OCS and CSO.

Revenue from services is the revenue received from CMRE customers and projects funded from industries and other public organizations.

The result of the year to be returned to nations is the difference of non-budgetary revenue and expenses. The amount is part of the balance of payables to nations (note 7) at year end.

Financial revenue includes interest from the bank and term deposits, as well as foreign exchange gains. In 2024, term deposit interest in the amount of 133,935 EUR (2023: 82,296 EUR) was earned.

Other revenue is mainly miscellaneous revenue related to prior years.

13. Personnel

Employees are compensated for the service they provide in accordance with rules and amounts established by NATO. The compensation consists of basic salary, various allowances, health insurance, pension plan and other benefits as agreed with each host nation and the protocols of NATO.

The Personnel Establishments of the STO entities as of 31 December 2024 are displayed in the table below.

	PE - Authorized			PE - Filled			VNC
	Mil	Civ	Total	Mil	Civ	Total	
CSO	11	41	52	10	40	50	1
OCS	4	8	12	2	7	9	-
CMRE	9	-	9	6	-	6	-
International Manpower Celling	**24**	**49**	**73**	**18**	**47**	**65**	**1**
CMRE - Customer funded positions	-	219	219	-	142	142	-
Total	**24**	**268**	**292**	**18**	**189**	**207**	**1**

The breakdown of salaries and other personnel related expenses is as follows:

(in EUR)	**2024**	**2023**
Basic salary	15,083,794	13,688,224
Allow ances	2,694,544	2,384,549
Employer's contribution to post-employment benefits	1,411,458	1,243,031
Employer's contribution to insurance	1,863,387	1,632,914
Consultant	1,287,957	973,625
Other allow ances	446,199	414,454
Medical examination	32,986	23,527
Training	205,304	92,767
Total personnel expenses	**23,025,629**	**20,453,091**

Untaken leave

The balance of untaken leave at the end of 2024 is 2,208 days (2023: 1,598 days). The associated cost is recognized as an accrual of 876,135 EUR (2023: 655,532 EUR).

14. Contractual supplies and services

(in EUR)	**2024**	**2023**
General support	2,805,781	2,338,784
Mission support	15,341,477	12,071,860
Travel	1,148,992	1,161,206
Grants and subsidies	1,294,384	969,112
Miscellaneous	46,488	43,737
Capital and investments	395,804	104,825
Allow ance for doubtful receivables	194,137	-
Total Expenses	**21,227,063**	**16,689,525**

Contractual supplies and services include expenses required for STO activities: general administrative costs, maintenance costs of buildings/grounds, communications and information systems, transportation, travel expenses, representation/hospitality and miscellaneous expenses.

15. Contingent liabilities

In 2022, the Italian authorities re-issued a claim to the CMRE for contributions to the Italian National Health System. The claim covers all NATO entities in Italy and dates back to the 1980's. The NATO HQ legal services are aware of this matter, and the claims are suspended pending resolution of the issue between NATO and Italy. As of the date of the financial statements, the CMRE is not aware that the claim will be substantiated, and can make no estimate as to when this case will be resolved. There is a remote possibility of a future obligation and the CMRE assessment is that no settlement will be made.

In 2020, CMRE became aware of an invoice issued in 2019 in the amount of 213,000 EUR for repairs made to the NRV Alliance. CMRE's position is that these repairs, conducted in 2019, were a direct consequence of the supplier's defective workmanship when carrying out prior repairs in 2018. An initial court survey has indicated that CMRE would not be responsible for these costs. If further proceedings result in a liability, some or all of these costs may be reimbursed to CMRE through insurance proceeds. The final decision is expected in 2025.

16. Segment reporting

In accordance with IPSAS 18, the STO discloses segment information for its three executive bodies as provided in the STO Charter: CMRE, OCS and CSO. The inter-entity transactions have been eliminated at consolidation.

(in EUR)

	CMRE		CSO		OCS		CONSOLIDATION		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Segment revenue										
Revenue from contributions			9,851,392	7,885,284	6,851,235	4,944,830	-	-	**16,702,627**	**12,830,114**
Revenue from services	36,395,184	34,653,072	-	-	-	-	(4,442,030)	(2,997,970)	**31,953,154**	**31,655,102**
Financial revenue	60,544	30,796	138,431	86,014	435	841	-	-	**199,411**	**117,652**
Other revenue	-	-	34,426	11,681	-	-	-	-	**34,426**	**11,681**
Total segment revenue	**36,455,728**	**34,683,868**	**10,024,249**	**7,982,979**	**6,851,670**	**4,945,671**	**(4,442,030)**	**(2,997,970)**	**48,889,618**	**44,614,548**
Segment expenses										
Personnel costs	16,078,859	14,224,495	5,674,204	5,218,364	1,272,566	1,010,233	-	-	**23,025,629**	**20,453,092**
Contractual supplies and services	15,877,680	13,113,250	4,217,558	2,641,721	5,573,855	3,932,523	(4,442,030)	(2,997,970)	**21,227,063**	**16,689,524**
Depreciation and amortisation	809,460	1,093,211	124,282	116,301	-	-	-	-	**933,742**	**1,209,512**
Financial costs	34,483	137,770	8,205	6,593	5,249	2,915	-		**47,937**	**147,278**
Total segment expenses	**32,800,482**	**28,568,726**	**10,024,249**	**7,982,979**	**6,851,670**	**4,945,671**	**(4,442,030)**	**(2,997,970)**	**45,234,371**	**38,499,406**
Surplus/deficit for the year	**3,655,247**	**6,115,142**	**-**	**-**	**-**	**-**	**-**	**-**	**3,655,247**	**6,115,142**
										-
Segment assets	26,542,199	22,979,107	7,578,489	4,708,266	4,445,251	3,011,224	(847,620)	(721,229)	**37,718,319**	**29,977,367**
Segment liabilities	3,190,930	3,283,085	7,578,490	4,708,266	4,445,251	3,011,224	(847,620)	(721,229)	**14,367,051**	**10,281,346**

17. Related parties

The key management personnel of the STO, and the STB National Representatives, have no significant known related party relationships that could affect the operations of the STO. However, the STO Financial Controller is also the Financial Controller of the International Military Staff and the NATO Defense College. The STO, IMS and NDC are therefore related parties.

During the year, the STO entered into transactions with NATO entities outside the IMS Budget Group.

The fees charged for these transactions were an appropriate allocation of the costs incurred.

Key management personnel include the following officials:

Science and Technology Board	NATO National Representatives on STB
Office of the Chief Scientist	NATO Chief Scientist and STB Chair
Centre for Maritime Research and Experimentation	CMRE Director CMRE Deputy Director
Collaboration Support Office	CSO Director CSO Deputy Director

Remuneration of key management personnel

STO Board members do not receive remuneration or access to preferential benefits such as the entitlement to receive loans from NATO for their Board responsibilities.

CMRE and CSO key management personnel are remunerated in accordance with the applicable national or NATO pay scales. They do not receive from NATO any additional remuneration for Board responsibilities or access to preferential benefits such as the entitlement to receive loans over and above those available to all NATO personnel under the NATO Civilian Personnel Regulations.

	(in EUR) 2024	2023
Basic salaries	672,595	639,283
Allow ances	94,276	42,705
Post-employment benefits	60,353	75,075
Employer's contribution to Insurance	77,826	71,479
Total	**905,050**	**828,542**

18. Representation allowance

Representation allowance is available to certain designated NATO high-level officials whose position entails responsibility for maintaining relationships of value to NATO. In 2024, three senior STO officials received representation allowance. The total entitlement was 24,325 EUR (2023: 24,325 EUR) and actual expenses were 12,541 EUR (2023: 11,112 EUR).

19. Morale and Welfare Activities (MWA)

The STO carried out MWA in 2024 for which a detailed annual special purpose report is presented to the relevant financial committee. Morale and welfare activity is an activity of a NATO body that enhances the quality of life, promotes cohesion and integrity, and/or contributes to the physical and mental wellbeing of eligible individuals. At the CMRE, the MWA mainly relate to common interest clubs, athletic and recreational activities.

The position of MWA at year-end is:

	(in EUR)	
	2024	**2023**
Cash and cash equivalents	284,268	271,527
Total liabilities including provisions and contingent liabilities	66,670	54,815

20. Events after the reporting date

There have been no other material events between the reporting date and the date the financial statements are authorized for issue that would affect the amounts recognized in these statements.

Annex 1: Budget Execution Statements

The budgets cover the financial year from 1 January 2024 to 31 December 2024 and include the common funded elements of the STO. The initial budget and subsequent revisions are reviewed, approved and issued by the Budget Committee.

In accordance with the NFRs, all changes between the initial and the final budget due to transfers of appropriations were either authorised by the Budget Committee or were within the authority of the IMS/STO Financial Controller. These changes are presented in the Budget Execution Statement.The credits carried forward are presented in the Budget Execution Statement as required by the NATO Financial Regulations and the FRPs. They represent the unexpended balances at year-end for which there is a legal liability and are equal to the deferred revenue (see Note 7).

The Budget and the financial statements are not prepared on the same basis. In the financial statements only current year depreciation is recognized as an expense, while in the budget all noncurrent assets are fully expensed during the year.

OFFICE OF THE CHIEF SCIENTIST

STATEMENT OF BUDGET EXECUTION AS OF 31 DECEMBER 2024

	Initial Budget	BA2	Transfers	BA3	Transfers	Final Budget	Expenses	Carry-Forward	Lapsed
BUDGET 907 (OCS) 2024									
Chapter 1	1,606,785	1,606,785	-	1,606,785	-	1,606,785	1,272,566	-	334,219
Chapter 2	5,409,350	5,409,350	-	5,409,350	-	5,409,350	5,331,825	12,712	64,813
TOTAL	**7,016,135**	**7,016,135**	**-**	**7,016,135**	**-**	**7,016,135**	**6,604,391**	**12,712**	**399,033**
BUDGET 907 (OCS) 2023									
Chapter 2	242,030	242,030	-	242,030	-	242,030	242,030	-	-
TOTAL	**242,030**	**242,030**	**-**	**242,030**	**-**	**242,030**	**242,030**	**-**	**-**
TOTAL BUDGET 907 (OCS)	**7,258,165**	**7,258,165**	**-**	**7,258,165**	**-**	**7,258,165**	**6,846,421**	**12,712**	**399,033**

OFFICE OF CHIEF SCIENTIST

	(in EUR)
Total Expenses as per Budget Execution	**6,846,421**
Financial Costs	5,249
Total Expenses as per Financial Performance	**6,851,670**

COLLABORATION SUPPORT OFFICE

STATEMENT OF BUDGET EXECUTION AS AT 31 DECEMBER 2024

EURO	Initial Budget	Special Carry-Forward	Initial Budget (incl CF)	Transfers	BA2	Transfers	BA3	Transfers	Expenses	Carry-Forward	Lapsed
BUDGET 908 (CSO) 2024											
Chapter 71	6,189,320	-	6,189,320	(335,000)	5,854,320	-	5,854,320	-	5,651,767	63,151	139,402
Chapter 72	3,227,274	-	3,227,274	935,000	4,162,274	380,000	4,542,274	-	3,836,237	596,697	109,340
Chapter 73	1,250,000	-	1,250,000	(600,000)	650,000	(380,000)	270,000	-	-	1,720	268,280
TOTAL	**10,666,594**	**-**	**10,666,594**	**-**	**10,666,594**	**-**	**10,666,594**	**-**	**9,488,004**	**661,568**	**517,022**
BUDGET 908 (CSO) 2023											
Chapter 71	25,917	-	25,917	-	25,917	-	25,917	-	22,438	1,580	1,899
Chapter 72	269,165	-	269,165	-	269,165	-	269,165	-	268,902	-	263
Chapter 73	156,491	370,000	526,491	-	526,491	-	526,491	-	108,779	117,712	300,000
TOTAL	**451,572**	**370,000**	**821,572**	**-**	**821,572**	**-**	**821,572**	**-**	**400,118**	**119,292**	**302,162**
BUDGET 908 (CSO) 2022											
Chapter 71											
Chapter 72	3,640	-	3,640	-	3,640	-	3,640	-	3,640	-	-
Chapter 73	-	-		-	-	-	-	-	-	-	-
TOTAL	**3,640**	**-**	**3,640**	**-**	**3,640**	**-**	**3,640**	**-**	**3,640**	**-**	**-**
TOTAL BUDGET 908 (CSO)	**11,121,805**	**370,000**	**11,491,805**	**-**	**11,491,805**	**-**	**11,491,805**	**-**	**9,891,762**	**780,859**	**819,184**

COLLABORATIVE SUPPORT OFFICE

	(in EUR)
Total Expenses as per Budget Execution	**9,891,762**
Depreciation	124,282
Financial costs	8,205
Total Expenses as per Statement of Financial Performance	**10,024,249**