

# Annual **Management** Report **2008**



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## Foreword by Gerhard Stahl, Chairman of the Management Committee

The revised mandate of the Publications Office has as its main objective to develop the Office in close cooperation with the stake-holding institutions in order to promote the multilingual communication policy of the EU using state-of-the-art technology in publishing and dissemination. 2008 saw the initiation of several major projects foreseen in the medium-term development plan (2009-2012) which proposes to refocus the Office's activities around the mission entrusted to it by the institutions. It identifies the priorities, proposes concrete actions and highlights the foreseen evolution of the Office in the years to come.

The plan shows that the institutions are fully aware of the importance of the information and communication strategy of which the Office is a part. They see the Office as a tool for bridging the gap between Europe and its citizens by sending coherent and clear information to the general public and to those interested in European affairs. The institutions rely on the high-quality services of the Office in order to attain this objective.

In line with the revised Decision governing the organisation and operation of the Office, which will soon be adopted, the Management Committee is taking into account the guidelines defined by the interinstitutional bodies on communication and information. The Management Committee will try to assure that the Office can contribute decisively within its areas of competence to the technical formulation and implementation of information and communication policies.

The overall aim is that the Office becomes a centre of Community legal, scientific and general information, and promotes its role as editorial coordinator. In doing so, it should be at the forefront of the new technologies in the field of publishing.

Different actions are already ongoing:

- The transformation of EUR-Lex — a service highly appreciated by professionals and the academic world — into a unique portal for access to law. This was decided by the Management Committee at the October 2008 meeting. The 'Groupe interinstitutionnel LEX' will analyse the requirements to this effect and report to the Management Committee in 2009.
- The setting-up of technical conditions that will enable the institutions to decide on the legal value of the electronic edition of the *Official Journal of the European Union*.
- The development of tools, such as interactive and collaborative websites, enabling the collection of useful feedback directly from the citizen. This will not only have an impact on the quality of the institutional texts but will also reinforce the editorial advice which the Office provides to the author services.
- The Publications Office Digital Library: the dissemination of Community information underlines our role as public institutions. The project launched in 2008 aims to make available free of charge to the general public the Office's entire physical archive in electronic format. In terms of timeline and volume (more than 130 000 publications), this project is one of the most ambitious digital library projects in

the world. Its completion will be announced at the Frankfurt Book Fair in October 2009. The project may be extended to include further publications and documents of all the institutions. It is intended to become the memory of the European Union.

Of course, other online services will continue to be offered to an increasing number of users:

- TED, a continuously expanding service, benefits from the high multiplying effect of so-called OJ eSenders, which act as collecting agents for public procurement notices, and licence holders and further disseminate the information on public procurement opportunities;
- **CORDIS**, the Community Research and Development Information Service — the most renowned online service in the world of science and technological development — offers numerous services for the benefit of the specialised audiences it addresses.

All efforts are made in order to ensure the largest linguistic coverage, because multilingualism is an essential communication tool with our readership.

I am confident that thanks to the professionalism of its staff the Publications Office will be able to address new challenges successfully and on behalf of the EU institutions I wish to thank all members of staff for their commitment and enthusiasm in carrying forward the Office's numerous projects and for their dedication at the service of the citizens.



**Gerhard STAHL**

*Chairman of the Management Committee  
of the Office for Official Publications  
of the European Communities*

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## Executive summary

Numerous issues were discussed during the five Management Committee meetings held in 2008, such as the progress of various projects (publication of the secondary legislation in Bulgarian and Romanian, the future of the Official Journal, the online EU Bookshop service for general publications, the EUR-Lex integrated portal to EU law, the CORDIS portal, etc.). The revised text of Decision 2000/459 laying down the rules on the organisation and operation of the Publications Office was approved. The institutions will adopt it according to their internal procedures in early 2009. (A, I)

Two further decisions of the Management Committee are worth mentioning: the use of colours on the cover of the Official Journal and the possibility that the Office will act as legal depository for EU publications. The first decision applies as of 1 January 2009; as regards the second one, an interinstitutional working group will examine the conditions required for this obligation to be implemented. (A, I)

In 2008, the Publications Office's Management Committee kept abreast of production, dissemination and administrative data via the quarterly information reports communicated by the Office's Director and of other issues raised by written procedure or via information notes. (A, I)

In 2008, a new Customer Relations Unit was created to enhance relations with author services. (A, II.1)

Topical workshop-oriented meetings were organised to meet specific author services' needs. PlanPubli, the workflow management tool, has been developed and access was opened to author services for consultation and uploading data. (A, II.1)

The OPSERV information website, currently part of the Office's IntraComm site, has been redesigned and will be re-launched in 2009 as Publicare. (A, II.1)

The annual satisfaction survey was sent to all author services to measure the degree of awareness of the Publications Office's services. As a result, the quality of the Office's overall services was rated 4 out of 5. (A, II.1)

Six service level agreements were signed in 2008 and a standard service level agreement for all author services, to be launched in 2009, was drafted. (A, II.2)

Timely planning and the submission of annual publications programmes are becoming more and more the norm. 2 348 publications were foreseen in the 2008 POP (Commission). Another 653 titles were foreseen in the publications programmes received from certain institutions and other bodies. (A, II.3)

During 2008, the network of the sales agents was further rationalised; the Office terminated 14 contracts. (A, II.4.1)

The European Forum of Official Gazettes — an informal association of organisations responsible for publishing the national legal gazettes — held its annual meeting in Madrid in September. The Forum was also actively involved in the organisation and preparation of the European Legal e-Access conference, organised in December by the Secretariat-General of the French Government under France's EU presidency. (A, II.4.2)

The EU Publishers' Forum — a useful search tool for licensing rights or producing joint publications — kept up its efforts to highlight how co-publishing can offer author services in the institutions and agencies a way to find constructive partnerships with commercial

publishers. In July 2008 the Forum was invited to participate at the award ceremony of the Aldo Manuzio Prize in Rome; this prize honours publishers promoting books about Europe and European culture. (A, II.4.3)

While the volume of pages of the Official Journal produced in 2007 remained stable in comparison to the previous year (- 0.5%), in 2008 the production increased significantly by 23.46%. The volume of the OJ L&C series, including the budgetary documents, exceeded 1.2 million pages. (B, I.1.2, Annex III, Tables 1 to 3, and Graph 2)

The new contracts for the production of the Official Journal (2009-2013) were signed in September. (B, I.1)

At the year-end, 744 volumes of the Special Edition of the Official Journal (secondary legislation) in Bulgarian and Romanian were printed. This represents 99.73% of the total. (B, I.1.2.3)

The CD-ROM of the OJ L&C series was produced throughout 2008 in 22 languages; it was delivered every month within the agreed deadlines.

The Annual Report of the Court of Auditors was published as a thematic CD-ROM. (B, I.1.2.4)

The EUR-Lex online service remains highly appreciated by professionals, public authorities as well as by NGOs all over the Union and beyond. With an average of 6.2 million visits per month — and peaks up to 11.5 million in April —, it provides user-friendly access to some 3.6 million documents of European law in all languages. (B, I.2.1 and Annex III, Graph 4)

For N-Lex, the common access portal to legislative websites of Member States, technical developments lead to improvements in the stability and performance of the system for three national sites. Several national authorities expressed an interest in developing the same functionalities. (B, I.2.2)

At year-end, the number of consolidated families of legislative acts (in all languages except Bulgarian, Romanian and Maltese) stood at 2 606. (B, I.3)

Apart from the *Directory of Community legislation in force*, which is published monthly in an updated online version, the Publications Office publishes since November 2008 the *Directory of Community legislation in preparation*, including links to the legislative proposals, to the subsequent acts produced in the context of the legislative procedure and to the relevant legislative acts in force. (B, I.4)

The number of published procurement notices increased by 10.51% to attain 339 519 notices. The volume of notices received in structured electronic format increased and reached 87% of the total in December (76% in 2007). (B, I.5, Annex III, Table 4, and Graph 3)

Consultation of the TED database decreased slightly in 2008 with some 23.6 million notices consulted. The number of subscriptions to the OJ S CD-ROM decreased by 17.7% (1 371 versus 1 665 in 2007) while that of licence holders increased (122 versus 117 in 2007). (B, I.5 and Annex III, Table 12)

The Office launched a working group at the Commission level to define user specifications for an eTendering platform. An inter-DG steering committee will monitor the progress of the project.

Throughout 2008, the Publications Office worked on implementing the Commission Decision of 7 April 2006 on the re-use of Commission information (2006/291/EC, Euratom).

Slightly more than 30 000 bibliographical notices were processed in 2008. As an official agent for the attribution of Digital Object Identifiers (DOIs), the Office attributed 2 739 DOIs during the year. The Office also started two DOI pilot projects with Eurostat and the JRC in Ispra. (A, II.1, B, II.2.1 and Annex III, Table 9)

The contract for the renewal of the maintenance and dissemination of Eurovoc sites was signed on 8 September 2008. (B, II.2.2)

2008 saw the site of the *Interinstitutional Style Guide* extended to include Bulgarian and Romanian. While the number of visits remained stable, the number of page views increased (+ 12% compared to 2007). (B, II.2.3)

The number of proofread pages increased by 26% (703 102 in 2008 compared to 557 882 in 2007). A new working method using Adobe Acrobat was introduced. (B, II.3 and Annex III, Table 7)

The Graphic Design Section contributed to the production of the Office's own items, in particular the design of the new logo, and was also involved in a number of major projects for various author services. (B, II.4)

The number of titles published increased by 38% (8 446 in 2008 compared to 6 107 in 2007). The number of pages produced also increased by 32% (698 050 in 2008 compared to 528 986 in 2007). In mid-2008, a production team with specific responsibility for multimedia production was set up and overall production coordination capacity was increased. (B, II.5.2 and Annex III, Table 5)

In 2008, taking multimedia and print activities as a whole, the number of invoices handled (2 596) was lower than the preceding year (3 284). However, their total value was higher in 2008 (21 768 460.24 euro) compared to 2007 (18 928 382.61 euro). (B, II.5.2 and Annex III, Table 26)

The number of publications distributed on delivery increased by 27% and that of individual orders by 32%. (B, II.6.1)

The efforts made in 2008 to limit the print-runs, by aiming for an initial distribution of 80% of the print-run, and encouraging authors to reduce their stocks and use print-on-demand services, did not produce the expected results: the overall stock rose to 39 million copies (+12.9% compared to 2007). (B, II.6.3)

The mailing list management system contains some 700 000 addresses: a decrease of 15.5% compared to 2007 following constant updating and the elimination of obsolete addresses. The number of electronic surveys kept increasing. In 2008, 35 surveys were conducted. (B, II.6.4 and Annex III, Table 10)

The print-on-demand service offers author services an alternative to large initial print-runs. In 2008, the number of 'equivalent A4' pages produced by the digital workshop was 10.6 million (compared to 9.8 million in 2007). A fee schedule has been approved by the Management Committee and is being applied as of 1 January 2009. (B, II.7)

The number of requests dealt with by the Office's customer assistance and helpdesk decreased in 2008 (- 6.4% compared to 2007). (B, II.8.1 and Annex III, Table 19)

The Publications Office participated in various international exhibitions, promoting not only EU publications but also its online services. A particular emphasis was placed on webmarketing CORDIS. A first survey, under a new framework contract, was conducted with EU Bookshop privileged users. (B, II.8.3)

The Publications Office issued 1 898 invoices for a total amount of 3 894 451 euro in 2008. In 2008, 165 new titles were put on sale (263 in 2007). (B, II.9.1 and Annex III, Table 18)

Priced subscriptions to all types of periodicals decreased by 21%. In 2008, the number of different types of priced subscriptions to periodicals other than the Official Journal was 10 compared to 11 in 2007. (B, II.9.1.1 and Annex III, Table 13)

Online access to both the TED and EUR-Lex databases is free. Licences for TED showed an increase of 4% while the number of EUR-Lex licences decreased by 12%. (B, II.9.2 and Annex III, Table 16)

In 2008, the Office conducted a thorough review of its sales policy aiming at free-of-charge online access to all publications as well as broader dissemination. Last but not least, work began in order to allow direct sales via the EU Bookshop website. (B, II.9.3)

The pre-production phase of the Publications Office Digital Library, which aims to create a complete online archive of all official European Union publications since 1952, resulted in an additional 6 100 older titles (in several linguistic versions) being uploaded into the electronic archives supplying the EU Bookshop database. Towards the end of 2008, the Digital Library Project went into full production with a view to adding another 120 000 publications to EU Bookshop during 2009. (B, II.10.1)

During the year, all DG RELEX's delegations were added to the privileged users list, thus confirming the leading role of EU Bookshop as the top dissemination tool. This was further underlined by the fact that the volume of copies of free publications ordered by privileged users via EU Bookshop were in 2008 about 2.6 times higher than in 2007. (B, II.10.1)

With more than 1.3 million visits during 2008, EU Bookshop has surpassed initial expectations with an increase in number of visits of more than 21% compared to 2007. Almost 13 million pages were consulted in 2008. The number of PDFs downloaded increased by almost 56% compared to 2007, further underlining the ever-increasing success of EU Bookshop. (B, II.10.2 and Annex III, Graph 6)

To ensure state-of-the-art performance of the technical infrastructure supporting the EU Bookshop service, an off-the-shelf e-commerce solution was chosen to replace the existing tailor-made system. (B, II.10.1)

The high level of usage of CORDIS was confirmed throughout 2008 (16 430 980 visits) as well as its high level of availability (97.8%). All FP7 calls for proposals were published on time. The 2008 user satisfaction survey showed a high level of satisfaction, in particular with CORDIS News, FP7 pages and email notification services. According to its users, CORDIS has significantly improved in terms of usability, overall navigation and clarity. The number of subscribers to the *research\*eu supplements* (replacing *CORDIS Focus*) has doubled during 2008, demonstrating the interest of readers in this publication. With the aim of improving the governance, synergy and complementarity of activities conducted by the Publications Office and Commission Research DGs, the CORDIS Service Management Board is now fully in place and met three times in 2008. The Publications Office prepared the terms of reference of the call for tenders for the renewal of the CORDIS contracts, taking into account the recommendations of the ex-ante study conducted in 2008. The call for tenders was published on 12 December 2008. Signature of the contracts is foreseen for June 2009 and the new contractors are expected to be operational after the take-over period in January 2010. (B, III)

The Office's establishment plan reached 655 officials. (C, I.1.1, Annex III, Table 30 and Graph 1)

Priorities for training in 2008 were set, with particular emphasis on the development of skills in electronic publication, in editorial techniques and document management. Particular attention was paid to the development of the internal communication and the sharing of knowledge among colleagues. The overall average training received was about 10 days per staff member. *(C, I.2)*

In 2008, the overall budget managed by the Publications Office amounted to 165.96 million euro (172.88 million euro in 2007), of which 123.35 million euro came from budget items formally delegated to the Office, 7 million euro from budget items subdelegated to the Office and 35.6 million euro from appropriations from the institutions' budgets. The Office issued recovery orders for a total of 12.48 million euro. *(C, II)*

In terms of public procurement, the Office conducted 53 tender procedures in 2008. 83 contracts were established in 2008 for a total of 286 437 072.67 euro. *(C, III)*

The Office reconsidered its position concerning the acquisition of the Mercier building and decided not to pursue the option to buy it. Instead negotiations with the owner of the building are ongoing concerning the refurbishment of the ground floor. *(C, IV)*

In the field of business continuity planning, further work has been carried out. Contingency plans have been updated or created according to plan, with the exception of the CORDIS contingency plan (deferred to early 2009). *(C, VI.1)*

In 2008, the internal audit capability (IAC) carried out audits on the functioning and effectiveness of the internal control systems related to mission procedures and expenses, purchase request procedures and inventory management, and development of IT projects. The IAC also audited the compliance and sound financial management of selected contracts. *(C, VI.2)*

Ex-ante financial control covered 323 transactions in 2008 (33.2% of relevant files). Ex-post control of payment transactions covered 620 transactions (17.5% in number, 24.6% in value). All 2008 de-recognition files were checked ex-ante and 26 de-recognition files from 2005-2007 ex-post. *(C, VI.3)*

In 2008, evaluation activities focused on two areas: the key performance indicators reported to the Management Committee and the ex-ante evaluation of two contracts. In conjunction with the risk analysis of procedures, simplification possibilities and documentation status were explored. *(C, VI.4)*

Meetings with the Local Staff Committee were held at regular intervals in 2008. The Committee was kept informed on the evolution of the Office's structure, budget, building and recruitment procedures. The Staff Committee was invited to its yearly exchange of views with the Management Committee. *(D, I)*

A staff satisfaction survey was carried out in 2007. Several suggestions related to well-being were implemented. Particular attention was paid to the improvement of the internal communication with the implementation of a wiki, widely used as a forum and to exchange information, with the organisation of two Away Days to inform the staff of the plans and the future of the Office and with the organisation of lunchtime conferences in order to inform on the main projects and activities of the Office. *(D, II)*

## **Mission statement: Access to law and to publications**

The Office for Official Publications of the European Communities is the publishing house of the institutions, agencies and other bodies of the European Union. It provides access to European law and all publications of the originating departments. It is responsible for producing and disseminating EU publications on all media and by all means to offer the highest quality service to its clients.

The Office's major objectives are to become a centre of Community legal, scientific and general information, to promote its role of editorial coordinator, to promote multilingualism and to be at the forefront of the new technologies in the field of publishing and communication.

Principal indicators of the Publications Office's activity from 1999 to 2008

Sector	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	% change 2008/2007	% change 2008/1999 (*)
<b>Access to Law</b>												
EUR-Lex												
Number of pages consulted	—	—	—	—	—	—	135 419 320	132 887 878 (1)	251 010 653	340 010 035	+35.5	+151.00
Number of visits									67 339 555	72 568 187	+7.8	
Number of available documents									2 300 000	3 650 000	+58.7	
Number of uploaded documentary units									14 666	13 265	-9.55	
Availability (%)									95	86.75	-8.7	
Number of OJ L issues	345	336	349	358	346	396	352	426	356	369	+3.65	+6.95
Number of OJ L pages	227 876	240 520	226 339	262 582	253 100	388 286	409 827	574 016	471 769	654 009	+38.62	+187
Number of OJ C issues	379	458	482	469	439	469	442	460	404	473	17.07	+24.80
Of which number of OJ C E issues			31	56	51	47	31	46	16	43	+168.75	
Number of OJ C pages	230 811	225 602	313 406	331 336	303 964	371 204	325 610	377 207	484 313	526 399	+8.68	+128.06
of which number of OJ C E pages	2 500	38 258	94 941	166 947	135 245	196 127	93 755	132 331	184 684	202 300	+953	
Number of Other budgetary documents' pages	37 620	40 634	41 261	41 800	50 996	49 566	90 127	93 512	83 986	86 014	+2.41	+128.63
Number of proofread pages (Official Journal)								426 634	445 471	570 000	+27.95	+33.60
<b>Public procurement</b>												
TED												
Number of pages consulted	—	—	8 233 677	9 460 821	14 377 735	19 190 557	25 130 525	26 433 790	26 169 196	23 610 988	-9.78	+186.00
Number of visits									9 183 679	8 160 054	-11.5	-11.50
Availability (%)									99.91	99.97	+0.059	
Number of notices published in the OJ S	162 951	161 221	172 194	202 683	224 142	221 786	249 435	268 060	307 231	339 519	+10.51	+108.00

(\*) Changes reflect the variation between 2008 and the year of the beginning of the activity/budget line.

(1) Data is missing for 10 days in August due to the interruption of the statistics production system run by the Commission's DG Communication.



**Principal indicators of the Publications Office's activity from 1999 to 2008 (continued)**

Sector	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	% change 2008/2007	% change 2008/1999 (*)
<b>Publications</b>												
EU Bookshop												
Number of pages consulted (1)		5 146 243	6 782 333	9 851 997	12 710 648	+29.02	+146.99					
Number of visits		453 922	652 000	1 114 096	1 355 304	+21.65	+198.58					
Number of available titles		4 526	23 847	25 817	27 571	+6.58	+509.16					
Number of pdf files downloaded		257 724	349 252	502 826	783 073	+55.73	+203.84					
Availability		99.9	99.9	99.9	99.9							
Number of titles produced	7 066	6 920	6 724	6 750	6 929	7 080	6 983	6 896	6 107	8 446	+38.30	+19.53
CORDIS												
Number of pages consulted (1)										41 640 620		
Number of visits (1)										16 430 980		
Availability										99.8%	97.8% (2)	
Number of identifiers			4 367	5 709	5 169	5 667	7 518	11 419	13 037	+14.16	+198.53	
Number of proffread pages (general publications)	259 154	247 461	301 358	346 601	340 307	269 721	285 862	281 773	557 882	703 102	+26.03	+171.31
Information and online assistance			14 060	26 799	32 817	34 172	36 851	50 834	65 912	61 721	-6.36	+338.98
Number of contacts												
Number of copies distributed (million)	53.2	55.3	59.9	52.0	52.5	57.1	50.3	46.3	35.9	46.3	+28.97	-12.97
Number of copies in stock (million)	29.5	32.9	37.0	40.5	35.4	35.5	38.3	31.7	34.5	38.9	+12.75	+31.86
Number of mailing addresses managed	1 020 919	1 025 469	1 113 994	1 270 190	1 233 426	1 141 989	714 908	784 923	804 371	679 835	-15.48	-33.41
Invoiced sales (ecus/euro)	17 015 754	15 694 763	12 489 216	15 286 234	11 705 597	8 945 375	8 356 484	5 179 660	4 449 816	3 894 451	-12.48	-77.11
Of which monographs									217 149	192 810	-11.20	
Number of priced subscriptions	46 463	40 874	36 424	30 779	24 849	20 936	16 167	12 759	10 095	7 942	-21.33	-82.90
<b>Administrative budget</b>												
(A-342/26.01 09)	54 947 546	55 882 256	56 421 682	71 873 460	75 065 119	77 813 829	81 070 425	80 343 379	88 158 783	87 062 239	-1.24	+58.45
<b>Operating budgets</b>												
— Consolidation (A-343/26.01 10)	4 997 239	4 996 720	4 999 100	8 500 000	4 412 986	4 345 136	1 998 675	2 885 891	1 989 051	1 931 159	-2.91	-61.36
— OJ L&C (A-340/26.01 11)	—	—	—	—	30 678 954	33 455 117	19 995 166	23 122 812	18 821 204	20 012 411	+6.33	-34.77
— OJ S (Public procurement) (B5-304/26.02)	—	—	—	30 759 591	21 967 777	30 488 827	19 575 124	24 733 797	22 821 286	14 341 470	-37.16	-53.38
— CORDIS (02.0301) (2)	—	—	—	—	—	21 274 326	3 972 120	23 078 296	6 999 999	7 000 000	—	-67.10
Other production costs (ecus/euro) (4)	107 822 632	95 592 820	105 889 923	58 673 848	39 471 566	34 204 770	35 841 669	29 211 676	34 086 692	35 597 032	+4.43	—
Staff (officials)	525	522	522	520	519	536	635	635	655	655	0	+24.76

(\*) Changes reflect the variation between 2008 and the year of the beginning of the activity/budget line.

(1) For EU Bookshop and CORDIS, data for previous years are not comparable and are thus not shown in this table.

(2) The drop is due to instability during the first semester of 2008; the situation was back to normal in the second semester of 2008.

(3) From 2007, the Director of the Publications Office has managed CORDIS using subdelegations received from four Commission Directorates-General.

(4) Data for years prior to 2003 are not comparable as they include costs related to the production of OJ S and Commission's costs for the production of OJ L&C.



# Policy strategy

## I. The Management Committee

The Publications Office is an interinstitutional body governed by a Management Committee, in which each institution is represented by its Secretary-General or, in the case of the Court of Justice, by the Court's Registrar. The Office's mission is to offer the highest-quality publishing service to its clients — the originating departments of the institutions and other bodies of the European Union — so that the latter may fulfil their publishing obligations.

For questions related to personnel management, the Chairman may invite the Commission's Director-General for Personnel and Administration to contribute to the Committee's work. In 2008, this post was held by Mr Claude Chêne.

In 2008, the Management Committee met on 18 April and 27 June (Members), 7 March, 23 May and 17 October (Substitute Members).

The extraordinary meeting of 18 April 2008 was dedicated to the report on the mandate entrusted to the Director to reflect on the strategic guidelines for the Office over the next five years. The Management Committee approved it and asked for its translation into a medium-term development plan. At the meeting of 27 June 2008 were discussed the general objectives of the plan and a first draft was submitted in October 2008. Work is ongoing.

On 27 June 2008 the Members elected the new president of the Management Committee: Mr Gerhard Stahl, Secretary-General of the Committee of the Regions replaced Mr Patrick Venturini who chaired for the last four years. Mr Stahl's nomination is effective as of 1 August 2008.

At the same meeting the Management Committee adopted the principles of the new dissemination and sales policy which rationalises the network of the sales offices, favours the online sales via EU Bookshop and aims for a broader electronic dissemination of EU publications free of charge. The Publications Office Digital Library project launched in 2008 aims to make available free of charge to the general public its entire physical archive (more than 130 000 publications) in electronic format. Its completion is foreseen in autumn 2009. The project is closely followed by Commissioner Orban who will present it at the Frankfurt Book Fair in October 2009.

The revised version of Decision 2000/459 laying down the rules on the organisation and operation of the Publications Office was approved by way of written procedure launched in December 2008. The institutions will adopt the new Decision according to their internal procedures during 2009. In line with the revised decision the Management Committee takes account of the guidelines defined by the interinstitutional bodies on communication and information. Through the Management Committee, the Publications Office will be able to contribute to the technical formulation and implementation of information and communication policies within its areas of competence.

The Management Committee was also kept up-to-date on a major project aiming to establish integrated informatic systems which was launched in 2008.

The Management Committee also received regular reports on the future of the Official Journal and the ongoing work to guarantee the authenticity of its electronic edition. Another proposal approved by the Management Committee was the use of colour on the Official Journal's cover. This took place on 1 January 2009.

Two further proposals were approved by the Management Committee:

- the transformation of EUR-Lex into a unique portal for access to European law; the 'Groupe interinstitutionnel Lex' is the Steering Committee for this project;
- the Office becomes «legal repository» for the EU publications; a new working group will examine the required conditions.

Both groups will report to the Management Committee in due time.

The Management Committee was kept up-to-date on ongoing activities by the quarterly information reports on its production, dissemination and administrative tasks communicated by the Director. Furthermore, 11 files were submitted to the Management Committee by way of written procedure.

## II. Relations with institutions and other bodies

### 1. Institutions and other bodies

In 2008, relations with institutions and other bodies were characterised by the creation of a dedicated Customer Relations Unit. A consolidated team of author liaison officers and editors offered enhanced advice in an approach geared directly towards editorial projects.

This new approach was illustrated by:

- **Workshop-oriented training sessions:** in 2007, author services have expressed interest in more training and workshop-oriented meetings instead of purely information focused events. In response to this need, a general seminar was organised for publications officers (Information Day for Beginners on 22 May in Luxembourg). Further topical trainings (PlanPubli, dissemination, identifiers) were offered both in Luxembourg and in Brussels. Particular interest was registered in the publications planning tool (PlanPubli), the Digital Object Identifiers (DOIs) and copyright issues.
- **Publicare:** the OPSERV information website (currently part of the Office's IntraComm site) has been completely redesigned and will be re-launched as Publicare. This will provide an entirely new site structure, a visually attractive design, updated content and robust hosting. The contents of the site were collected among the various services of the Office and were either updated or rewritten before being translated, edited and proofread.
- **PlanPubli:** author services have been further integrated into the production process through the opening of the PlanPubli workflow system for consulting their project files and uploading data. PlanPubli is being further developed in order to allow for a smoother and more integrated production process.
- **The Digital Object Identifier (DOI):** two innovative pilot projects concerning the DOI have been started with Eurostat (DOI attributed to conference websites) and the Joint Research Centre in Ispra (DOI attributed to scientific online journals).
- **Streamlining of the SLA:** a standard Service Level Agreement (SLA) has been drafted and will be offered to all author services as of the beginning of 2009.

In 2008, the Publications Office could count several newly created executive agencies among its clients. Contacts were established with, amongst others, EACI, ERC, TEN-TEA (all three in Brussels) and F4E (Fusion for Energy) in Barcelona. More than 70 meetings between clients and liaison officers took place, of which approximately 40% were held at the Publications Office and 60% at the clients' premises.

The annual satisfaction survey 2008 was sent out to all author services in order to measure the degree of awareness of the Publications Office's services (other than publishing in the Official Journal) as well as the degree of satisfaction among those who use these services. Participants were questioned on the 'Use of the Office's services', the 'Quality of the Office's service' and the 'Importance of the Office's services for the author service' covering 17 services offered by the Office. Significant differences have been found in the extent to

which the services of the Office are used by the author services, ranging from 77 to 14%. Eight services are used by more than 50% of the author services (against six in 2007), another five services by more than 25% (but less than 50%). Two services are used by less than 15% of author services. The quality of the Office's overall portfolio of services (i.e. the average mark across all services) was rated 4 out of 5. The importance of the Office's overall portfolio of services was rated 3.8 out of 5.

## 2. Service level agreements

Six new service level agreements were signed in 2008: with CEPOL (European Police College London), CPVO (Community Plant Variety Office, Angers), OSHA (European Agency for Safety and Health at Work, Bilbao), Eurofound (European Foundation for the Improvement of Living and Working Conditions, Dublin), Fusion for Energy (Barcelona) and TEN-TEA (Trans-European Network Executive Agency, Brussels).

An agreement with OIB was reached concerning the respective responsibilities of the Office and OIB in terms of production and printing of 'internal documents' and publications of author services. The SLA is currently being finalised and will be submitted to the OIB Management Board.

## 3. Publications programmes

Publications programmes are meant to facilitate consulting and planning of projects and eventually encouraging synergies among author services. Author services are asked to send their publications programmes to the Office. The number of titles registered in 2008 by Commission DGs (as at 31.12.2008) came to 2 348 (2007: 1 829, i.e. an increase of 28.3%).

For the other institutions and bodies the number of titles registered was 653.

## 4. Other organisations

### 4.1. The sales agents network

During 2008, the network of sales agents was further rationalised. 14 contracts were terminated, leaving 36 sales agents at year-end. The review of the network will continue in 2009.

It is worth mentioning that many distributors reported a real demand for EU publications addressing broad EU issues with analysis for both professional customers and the general public. The themes will be reported to the author services. The availability of several linguistic versions would improve the national demand. This issue is dealt with by the European Union Publishers' Forum.

### 4.2. The European Forum of Official Gazettes

In 2008, the Publications Office continued its work as secretariat of the European Forum of Official Gazettes and of the working groups set up by this informal association of organisations responsible for publishing the national legal gazettes, inside and outside the European Union.

Its agenda reflects the general tendency in Europe to introduce new technologies in the production and dissemination of the legal gazettes. The working group 'Archiving of electronic legal gazettes' presented its final report at the fifth meeting of the Forum, which

was held in September in Madrid. The working group 'Consolidation' presented its interim report on the same occasion. Two other working groups are currently studying the subjects 'Access to official gazettes and legislation' and 'Indexing'.

The Forum was actively involved in the organisation and preparation of the highly successful European Legal e-Access conference, organised by the Secretariat-General of the French Government under France's EU presidency, which was held in Paris from 10 to 12 December. The first day of the event was focused on the European Official Gazettes and the public, economic and social actors involved.

#### 4.3. The European Union Publishers' Forum

Although it was decided not to hold the traditional annual meeting of the Forum Members with the FEE/FEP at the 2008 Frankfurt Book Fair (15-19 October 2008), there was a stand displaying the Forum's latest publications (bulletin & catalogue), as well as a selection of titles from the Forum members which appeared in the annual catalogue.

A variety of enquiries were dealt with by colleagues attending the Fair.

A special edition of the **Forum Bulletin** was prepared and displayed at the event and was well received.

The annual **Catalogue** was also published on schedule and also duly displayed at the Frankfurt bookfair.

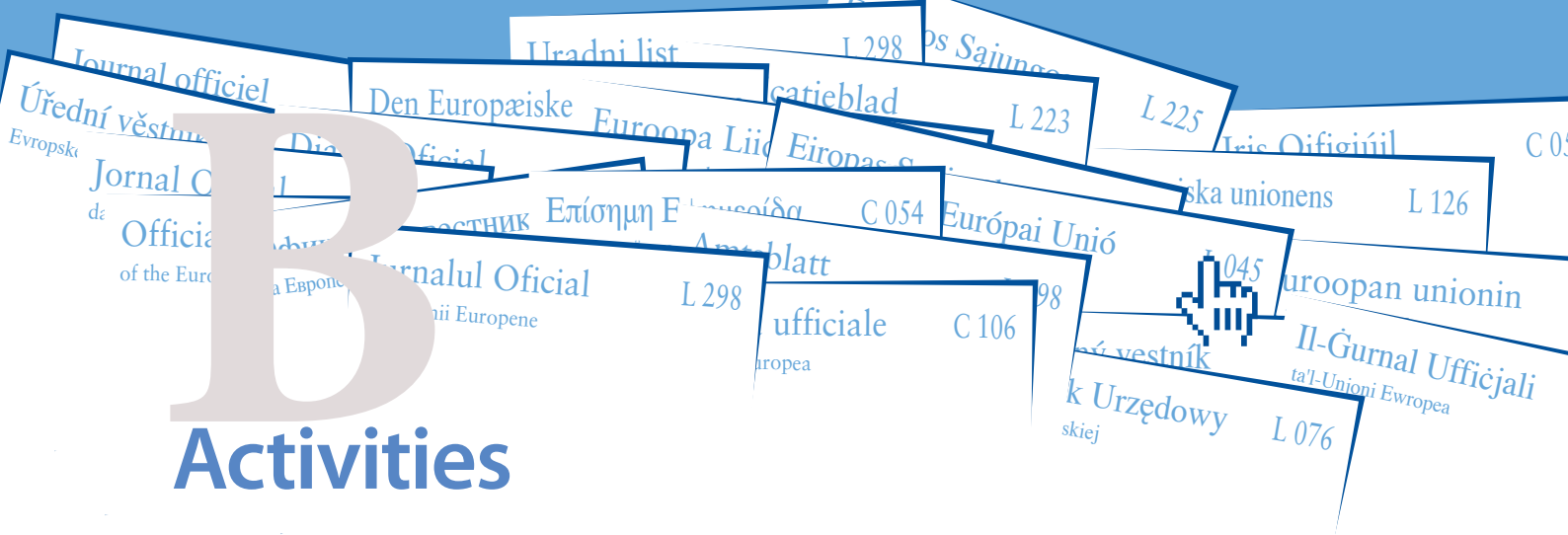
Other specific activities conducted during 2008:

- The Publications Office kept up its efforts to highlight to the author services the need for them to encourage the re-use and dissemination of Community information and to seek the best options through the EU Publishers' Forum.
- The Forum is currently preparing a new and attractive Newsletter which will contain a variety of articles and interactive information. This should prove very useful not only in keeping members updated but by also offering potential members and author services insight into the Forum's activities.
- As usual Forum staff were invited to give various presentations on how co-publishing can offer author services in the institutions and agencies a way to find constructive partnerships with commercial publishers.
- On 29 July in Rome's Capitol, the award ceremony of the Aldo Manuzio Prize for European Books and Culture was held jointly with the organising publisher 'Eurispes', a member of the Forum. This prize is designed to reward publishers for the special role they play in European integration. It aims to promote the dissemination of books about Europe and European culture which highlight the common roots and values of EU Member States rather than specific areas of economics or finance. At the ceremony, the Publications Office was invited to present an award to the publisher 'La Sapienza', member of the Forum. On this occasion, Ms Reicherts, guest of honour during this ceremony, and Mr Luigi Migliaccio (Director of the Università La Sapienza publishing house), winner of the 'European publications' section prize, met with Eurispes and journalists and gave an interview (published in the special edition of the inforum bulletin).

The number of signed contracts were 15 in 2008 (10 licences and 5 co-publishing agreements). During 2008, 263 files were processed.

#### **4.4. The Bridge Forum Dialogue**

The Publications Office is a member of the Bridge Forum Dialogue, a non-profit organisation established in Luxembourg. Other European institutions also belong to this organisation. The Bridge Forum Dialogue serves as a platform for interdisciplinary debates. It aims at linking, on the one hand, the European institutions established in Luxembourg and, on the other hand, the actors and institutions of Luxembourg academic, financial, economic and legal fields.



# Activities

## I. Access to EU Law

### 1. Official Journal

#### 1.1. Overview

While in 2007 the volume of pages produced, including the budgetary documents, remained stable if compared with 2006 (- 0.5%), in 2008 the volume of the OJ L&C series, including budgetary documents, increased significantly (+ 23.46%), reaching 1.2 million pages.

Since 1 June 2008, all documents to be published in the Official Journal are handled in Plan-JO. Release 1 covered the production at document level; with release 2, the cover level includes the Official Journal as such. The analysis for release 3, which will introduce interfaces with printers and institutions, has been started. Implementation of release 3 is scheduled for 1 April 2009.

Following a decision of the Office's Management Committee, work was carried out, in close cooperation with the graphic designers, to reintroduce colours (the two colours of the European flag) on the cover of the Official Journal as of 1 January 2009.

Work was also ongoing for the setting up of the technical conditions (i.e. signature) that will enable the institutions to decide on the legal value of the electronic edition of the Official Journal.

The new contracts for the production of the Official Journal (2009-2013) were signed in September 2008.

2008 saw the printing of 72 volumes of the secondary legislation in Bulgarian and Romanian; this results in the near-completion of the publication of the *acquis* in those languages. All in all, 744 volumes were produced for both languages. The last volume will be published as soon as the Court of Justice provides the Office with the missing translations.

Finally, in November and December, 15 Official Journals were published containing the Maltese backlog.



## 1.2. Production

### 1.2.1. Official Journal L&C

The volume of the Official Journal L series increased by 38.6% from 471 769 pages to 654 009 pages. The volume of the C series rose by 8.7%, from 484 313 pages to 526 399 pages (see Annex III, Tables 1 and 2).

The number of issues published in 2008 was 369 for the OJ L series (of which 354 OJ L and 15 OJ LM, where LM is the Special Edition in Maltese) and 473 for the OJ C series (of which 99 OJ CA and 43 CE), compared to 356 and 404 respectively in 2007 (see Annex III, Table 2).

The proportion of issues delivered on time reached 99.9%.

### 1.2.2. Budgetary documents

The number of pages of the *Preliminary Draft General Budget* and of the *Draft General Budget* totalled 45 232 pages (2 056 pages per linguistic version) and 35 728 pages (1 624 pages per linguistic version) respectively. The total volume of budgetary documents produced attained 86 014 pages.

### 1.2.3. Publication of the legislation in force in the new official languages

By the end of 2008, 744 volumes of the Special Edition of the Official Journal (secondary legislation) in Bulgarian and Romanian were printed. This represents 99.73% of the total.

As far as the secondary legislation in the official languages of the 2004 enlargement is concerned, it is to be noted that in 2008 one 'volume-balai' was published.

### 1.2.4. OJ L&C CD-ROM

The CD-ROM of the OJ L&C series was produced throughout 2008 in 22 languages; it was delivered every month within the agreed deadlines.

The Annual Report of the Court of Auditors was published as a thematic CD-ROM.

## 1.3. Quality control

570 000 pages of the Official Journal were proofread in 2008, representing nearly 28% more proofread pages than in 2007. New quality control activities have been introduced for tender notices published on TED, which resulted in a three times higher volume of notices verified compared to 2007.

An electronic verification of first proofs was introduced leading to an improved quality of the work.

On the quality of legislation, regular meetings with the Parliament, the Council and the Commission services have been held, with a view to cooperating and improving the current situation as well as the introduction of prior reading of acts prepared by the Institutions.

## 2. EUR-Lex — the integrated access to EU law

### 2.1. Overview

The main tasks for 2008 consisted in ensuring the regular production of the EUR-Lex legal database, the continuous, timely, qualitative, easy and user-friendly access to the data in the EUR-Lex service for users and licence holders and further developments of EUR-Lex and connected services.

By the end of 2008, EUR-Lex contained some 3.6 million documents.

Availability of the site was 86.75%. This fall in the availability was due to technical problems particularly acute from October on, which are currently being analysed. In order to prevent such problems in future, stability and security audits have been launched, with conclusions awaited in early 2009.

A new mission has been defined for EUR-Lex: it is to become the common juridical portal giving access to European law and all related documents. In this context, work on a call for tenders started in 2008. The Office will be assisted by a contractor in redesigning the EUR-Lex architecture and in drafting the technical and functional specifications for the call for tenders.

On 1 January 2008, the Publications Office took over the dissemination of the Commission's PreLex database, where the legislative process of the acts is recorded. An automatic monitoring system has been developed.

### 2.2. Improvements

Since October 2008, EUR-Lex offers early access to SEC documents. The SEC documents section lists the latest documents made available and offers direct access as well as access by browsing.

The navigation tools giving access to the Official Journal have been improved.

The search by document number now makes it possible to search for SEC documents and national execution measures (NEM).

It is also now possible to create a permanent link to a bibliographical notice.

Thematic files are published more frequently. An explanatory text introduces each file.

LexAlert was maintained throughout 2008; it has 855 active internal users, out of 2 150 subscribers. Many of these use the facilities offered by RSS feeds.

As a follow-up to the study on the usability of EUR-Lex, several measures have been taken: all error messages have been analysed, reviewed and corrected; corrections indicated by proofreaders of the Official Journal during a quality control of all EUR-Lex screens in all linguistic versions were implemented. This results in increased accuracy and consistency throughout the site and between linguistic versions.

Furthermore, studies on the implementation of a 'simpler search', including the presentation of results according to a faceted classification, have been started.

For institutional re-users, web services were made available with the appropriate technical documentation.

Work on the development of an access to national decisions concerning Community law (sector 8 of EUR-Lex) has started. For this project, the Office cooperates with the Court of Justice and the Association of the Councils of State and Supreme Administrative Jurisdictions of the EU.

Several training sessions on EUR-Lex Expert Search were held. In order to better train users inside the institutions, a training course 'EUR-Lex hands-on' has been developed; this course is very popular.

Information and support to the users were ensured through regular newsletters, new FAQs and the revision of other editorial texts.

In cooperation with the Commission's Secretariat-General, the quality of information on national implementation measures was improved.

The screens displaying COM documents have been adapted following requests made by users. Appropriate actions have been taken in order to set up a full collection of COM documents issued by the Commission since 1958, which should be available online in the first quarter of 2009.

A 'Practitioner's corner', giving direct access to important documentary sources such as TARIC and ECICS, and a direct link to SCADPlus have been added to the homepage.

Consolidated versions of the Treaties have been put online.

New promotional material has been developed (postcards, leaflets, miniguides, etc.).

The main accomplishment for N-Lex, the common access point to national legislative websites, was the development of three new interfaces in Spain, Finland and Italy. The implementation of 'connectors' hosted by national web-servers, as put in place for the first time in Latvia, has been recognised as the best solution to deal with the vulnerability of the system to changes made on national sites. Other Member States have expressed their interest in the new system.

### **2.3. Enlargement and evolution of the linguistic policy**

Measures were taken in order to ensure the availability of the Special Edition of the Official Journal in Bulgarian and Romanian and to upload editions made available in Irish.

As a result all texts were available on EUR-Lex as of 31 December 2008 (13 569 acts in Bulgarian and 13 573 acts in Romanian). In 2008, 15 OJ issues of the Special Edition in Maltese (OJ LM = Maltese) were published.

## **3. Consolidation of EU legislation**

Consolidated texts were produced regularly within one to three months of the publication of a modifying act depending on the volume of changes to be integrated.

Daily consolidation of the legislation in force was kept up to date in 22 official languages throughout 2008, as soon as consolidated versions were available also in Bulgarian, Maltese and Romanian.

By year-end the consolidation of the total backlog (1 564 families) in Bulgarian and Romanian was completed as expected and 1 422 families (out of 2 042) in Maltese were consolidated; it is to be noted that for 554 families in Maltese not all translations are available.

	31.12.2003	31.12.2004	31.12.2005	31.12.2006	31.12.2007	31.12.2008
Updated consolidated families (except BG, RO and MT)	2 116	2 269	2 330	2 344	2 676	2 606
Updated consolidated families (BG and RO)	—	—	—	—	601	1 564
Update consolidated families (MT)	—	—	—	—	1 315	1 422

## 4. Directory of Community legislation in force

The *Directory of Community legislation in force* is updated each month with hyperlinks giving access to all acts in force, including the consolidated versions over time. The online edition includes a PDF version which can be printed chapter by chapter. The Bulgarian, Irish and Romanian editions of the Directory are available since April 2008.

The *Directory of Community legislation in preparation*, organised following the structure of the 20 chapters of the *Directory of Community legislation in force*, is published monthly since November.

Preparations to launch the new directory of consolidated texts continued throughout 2008; work mainly consists in correcting where necessary and re-loading the production data. The new directory is expected to be online by mid-2009.

## 5. TED — Tenders Electronic Daily

### 5.1. Overview

The daily production continued to increase in 2008.

### 5.2. Production

The number of published notices reached 339 519 published documents on TED (10.51% more than in 2007).

Publishing deadlines were met for more than 96% of published documents. This temporary fluctuation was mainly due to difficulties occurring in the first half of the year with the initial phase of a new contract, while some delays in October and December were mainly due to technical problems with the eNotices application. The instability happened following the migration to the new Common Procurement Vocabulary, a legal requirement performed on time.

The analysis and design phase have been partially completed for development of the new workflow system, which is expected to be delivered by the end of 2009.

A new enhanced quality control procedure has been established both internally and with the contractors.

### 5.3. Data collection techniques

The users of the online forms (eNotices) increased in 2008: 14% more than in 2007. The number of operational eSenders went up to 56. This represents a rise of 14% compared to 2007, more than the target of 10%.

The operational eSenders now cover 21 EU countries plus Switzerland and Norway. Malta, Cyprus and Estonia were in qualification phase in December 2008. Overall, 87% of notices were transmitted in structured electronic format.

A project for a new type of forms was progressing, destined to suit the specific needs of the external aid services of the Commission and to provide XML input for notices from the Commission's DG AIDCO.

A working group for the development of new standard forms covered in the Remedies Directive 2007/66/EC has been formed; the expected deadline is end of 2009.

#### **5.4. TED and OJ S CD-ROM**

TED functionalities were improved following the recommendations of a usability study and suggestions from users. The site was also adapted to implement the new look created by the graphic designers of the Office.

The number of subscribers to the TED CD-ROM went down by 17.7% (from 1 665 to 1 371), while the number of licence holders increased from 117 to 122.

## II. Publications

### 1. Copyright and rights management

Throughout 2008, the Publications Office worked in implementing the Commission Decision of 7 April 2006 on the re-use of Commission information (2006/291/EC, Euratom).

Thus, the terms of copyright notices of various databases (EUR-Lex, CORDIS, Eurostat...) were revised and redrafted accordingly in order to make the information on the conditions of re-use more transparent and precise, and consequently to facilitate re-use and to avoid unnecessary inquiries from potential users.

The implementation of the re-use policy had several repercussions: the number of copyright requests was slightly lower (714, compared to 807 in 2007) because many 'simple' requests are now covered by the information displayed online; some former licence agreements became superfluous; royalties are no longer invoiced; all copyright procedures needed to be rewritten; new documents were drafted (copyright notices, permissions, disclaimers, standard licences...).

In 2008, the Publications Office also pursued its actions aiming to improve the author services' knowledge and respect of copyright matters, especially regarding third-party copyright material or awareness of the re-use policy. Besides the major activity of assistance given to individual author services asking for advice, several training sessions were held, informative and explanatory presentations were prepared and made at general meetings with Commission DGs, institutions, agencies and other departments. The copyright guidelines displayed on the Publications Office's site for the attention of authors were updated.

### 2. Indexation and publishing tools

#### 2.1. Cataloguing and international identifiers

##### 2.1.1. ProCat (professional catalogue of documentary, bibliographical and juridical notices)

A total of 10 174 bibliographic notices of publications were processed in 2008 (see Annex III, Table 9).

##### 2.2.2. Identifiers

13 037 catalogue numbers were allocated in 2008 compared to 11 419 in 2007.

For the international identifiers the breakdown is as follows: 1 316 ISSN, 4 028 ISBN and 2 739 DOI. Furthermore, 641 EUR numbers have been assigned.

#### 2.2. Eurovoc

The multilingual Eurovoc thesaurus is used for the indexation of the Official Journal documents on paper (alphabetical and methodological indexes), on CD-ROM (XML version) and online (in EUR-Lex). It is also used for the indexation of all documents published by the Publications Office via the EU Bookshop service.

Version 4.3 of Eurovoc has been finalised and includes 6 797 descriptors of which 211 new ones. It is fully available in 21 official languages, partially available in Maltese, and in Croatian, the language of one of the candidate countries. Irish has not yet been developed.

The printed version of Eurovoc 4.2 has been released in 18 official languages (Romanian, Bulgarian, and Maltese versions not available).

### 2.3. Style Guide

In 2008, the key objective for the Interinstitutional Style Guide was to open the sites for the Bulgarian and Romanian languages. On 31 December 2008 the sites in 22 official languages including Romanian and Bulgarian were available.

The number of page views of the Style Guide website kept increasing reaching 1 539 198 in 2008 compared to 1 371 112 in 2007. The number of visits remained stable at around 370 000 per year.

## 3. Editorial services

The call for tenders for new contracts for proofreading services was concluded in December.

In total, 703 102 pages, all languages included (see Annex III, Table 7), were processed by the proofreading service during 2008. This major increase in processed pages was due to the fact that in 2008 the Office continued to catch up with the 2006 and 2007 volumes of the Reports of Cases before the Court of Justice in all language versions. 704 volumes were passed for press during the course of the year.

Following the training of the staff involved, a new working method for introducing corrections into proofs using *Adobe Acrobat* software was fully implemented.

## 4. Graphic design

Throughout 2008, the Graphic Design Section contributed to the production of the Office's own items such as the Annual Reports, the Newsletter, VoxOffice, the Office calendar, as well as the visual presentation of the first page of the wiki, the design of the new site Publicare and SharePoint.

The graphic designers handled 301 dossiers during 2008.

The section was also responsible for creating the Style Guide for the European Chemicals Agency, the new logo for the Executive Agency for Health and Consumers, the cover and templates for the publication *Les juridictions des États membres de l'Union européenne* for the Court of Justice, and the graphical presentation for the conference e-Commission 2.0.

## 5. Cross-media publishing

### 5.1. Overview

The new contract for hard-copy production came into force on 1 May 2008.

The procedures for the calls for tenders for the production of the:

- *Reports of Cases before the Court of Justice and the Court of First Instance,*
- the *General Report on the activities of the European Union* and the *Bulletin on the activities of the European Union,*

were also completed and new contracts signed in late 2008.

In 2008, taking multimedia and print activities as a whole, 2 596 invoices for a total value of 21 768 460.24 euro were received from service providers.

## 5.2. Production

There was an increase in the number of publications produced: 8 446 compared to 6 107 in 2007 (+38.30%). The number of pages treated also increased: 698 050 compared to 528 986 in 2007 (see Annex III, Table 5).

Amongst the flagship titles appearing in 2008 were:

- the 2007 *General Report on the activities of the European Union* published in 22 linguistic versions;
- the Annual Report of the Court of Justice published in 20 languages;
- the Annual Report of the European Monitoring Centre for Drugs and Drug Addiction in 23 linguistic versions;
- *Reports of Cases before the Court of Justice and the Court of First Instance;*
- the *Lisbon Strategy Report 2008* published in German, English and French;
- the first title to be published by the Office with a three-dimensional cover, *Research for Europe — A selection of EU success stories.*

The 2008 edition of the *Official Directory of the European Union* in hard cover presentation was issued in April. The quality and timeliness of the data available online was improved during the course of the year.

At multimedia level, the development and replication of CD-ROM and DVD-ROM publications, navigation interfaces and video-conception were among services provided.

Key multimedia projects included:

- contributions to the DG RTD website aimed at the publication of research projects on transport using an animated guide ([http://ec.europa.eu/research/transport/index\\_en.cfm](http://ec.europa.eu/research/transport/index_en.cfm)) and to the DG INFSO website for 'Evaluation and Monitoring' ([http://ec.europa.eu/dgs/information\\_society/evaluation/index\\_en.htm](http://ec.europa.eu/dgs/information_society/evaluation/index_en.htm)),

as well as

- the launch of the new website of the Committee of the Regions ([www.cor.europa.eu](http://www.cor.europa.eu)). The site was completely re-designed and expanded to include all the Member States; part of the development involved the addition of a web content management tool to facilitate site management,
- the publication for the first time of the Annual Report of the Office for Harmonisation in the Internal Market (Alicante) on a USB key. The report in html format was delivered in a high quality packaging with a booklet.

Assistance was provided to author services in their migration process towards the Commission's common web content management tool Documentum.



## 6. Fulfilment and storage

### 6.1. Physical distribution

The figures show a net increase for paper distribution, but this trend must be tempered by the abnormally low distribution in 2007. The analysis shows that many publications foreseen at the end of 2007 were delivered and distributed in early 2008.

#### *Physical distribution by type of product*

	Number of copies distributed			Change (%)
	2006	2007	2008	2008/2007
OJ paper edition	3 989 465	3 390 691	2 647 036	-21.9
OJ CD-ROM edition	617 377	571 943	577 377	1.0
COM documents	111 561	118 998	81 763	-31.3
Other paper publications	32 670 424	24 050 535	33 116 857	-37.7
Other CD-ROM/DVD publications (isolated)	254 126	478 343	177 700	-70.2
<b>Total</b>	<b>37 642 953</b>	<b>28 610 510</b>	<b>36 600 733</b>	<b>27.4</b>
<b>Individual orders</b>	<b>8 651 257</b>	<b>7 326 099</b>	<b>9 704 317</b>	<b>32.5</b>

### 6.2. Free-of-charge distribution

Information Relay Centres receive the publications produced by the EU institutions. The different types of centres are:

- (i) *Relais Europe Direct*, 'European Documentation Centres' and the 'Depository Libraries', managed by the Directorate-General for Communication and operating in EU Member States;
- (ii) the 'European Union information centres' (EUi Centres), managed by the Directorate-General for Enlargement and operating in candidate countries;
- (iii) the 'European Union information centres' and the 'Depository Libraries', managed by the Directorate-General for External Relations and operating in third countries.

At the end of 2008, the number of Information Relay Centres served by the Office was as follows (compared to 2007):

Relay centres receiving publications on a daily basis		
	2008	Change (%) with respect to 2007
<b>Full European Documentation Centres</b>		
Intra-EU: DG COMM	291	+27
<b>Specialised European Documentation Centres</b>		
Intra-EU: DG COMM	131	+1
<b>Depository Libraries: Total</b>	85	(=)
Of which		
Intra-EU: DG COMM	23	+2
Extra-EU: DG RELEX	65	-2
<b>Euro Info Centres (DG ENTR) <sup>(1)</sup></b>	0	-282
<b>Limited Depository Libraries (extra-EU)</b>	7	-2
<b>EUi Centres</b>		
Candidate countries: DG ENLARG	17	(=)
<b>EUi Centres</b>		
Extra-EU: DG RELEX	146	+6
<b>Relais Europe Direct (DG COMM)</b>	476	+30
<b>Total</b>	<b>1 156</b>	<b>-220</b>
Relay centres receiving only a selection of publications <sup>(2)</sup>		
	2008	Change (%) with respect to 2007
Public libraries:		
Denmark	23	(=)
Spain	39	(=)
Sweden	265	(=)
United Kingdom	223	(=)
<b>Total</b>	<b>550</b>	<b>(=)</b>

<sup>(1)</sup> Activities ended on 1 January 2008.

<sup>(2)</sup> Activities ended on 14 February 2008.

### 6.2.1. Free-of-charge distribution of the Official Journal

The table below gives the figures concerning the distribution of the different physical editions of the Official Journal inside the institutions: OJ L&C on paper (daily), OJ L&C on CD-ROM (monthly), OJ S on CD-ROM (twice weekly).

#### *Free-of-charge distribution of the Official Journal*

	2006	2007	2008	Change (%) 2008/2007
OJ L&C paper edition	1 537 copies	1 051 copies	929 copies	-11.6
OJ L&C CD-ROM	2 330 copies	2 248 copies	2 100 copies	-6.61
OJ S 2x CD-ROM	1 214 copies	1 191 copies	1 013 copies	-14.9

### 6.3. Storage

Although the trend in distribution was showing a decrease over the recent years, the number of copies produced and received in 2008 increased significantly by almost 27%, thus leading to an overall stock increase of 12.9%. The efforts made in 2008 to limit the print-runs, by aiming for an initial distribution of 80% of the print-run, and encouraging authors to reduce their stocks and use print-on-demand services, did not produce the expected results.

#### *Annual stock movements*

	Number of copies			Change (%)
	2006	2007	2008	2008/2007
Stock on 1 January	38 285 867	31 745 873	34 527 362	8.8
In stock entries	55 742 657	47 573 830	60 223 160	26.6
Out mass distribution	37 642 953	28 728 757	36 600 733	27.4
Out individual orders	8 651 257	7 326 099	9 704 317	32.5
Out stock reduction	15 836 599	8 480 809	9 219 031	8.7
Out other proposed by the Office	263 403	256 676	242 778	-5.4
<b>Stock on 31 December</b>	<b>31 745 873</b>	<b>34 527 362</b>	<b>38 983 663</b>	<b>12.9</b>

### 6.4. Mailing list management

The evolution of the activities of the mailing list management section shows a reduction in the creation of subscriptions, manually encoded and imported (see Annex III, Table 10). This is due, on the one hand, to the discontinuation of certain publications and, on the other hand, to the disappearance of subscriptions to periodical products.

The electronic surveys service created and conducted 35 surveys in 2008.

Address brokers have been selected and the Office has the potential of renting quickly any thematic target group mailing lists for most European countries.

## 7. Print on demand

In 2008, the number of pages produced by the digital workshop was 10.6 million, 74.5% of which were in black and white and 25.5% in colour.

For the 'short print-runs', the workshop processed 518 requests with an average print-run of 150 copies per request and a volume of 110 pages per copy. A fee schedule was approved by the Management Committee and is being applied as of 1 January 2009.

For the 'single copy orders' process, 2 707 copies were ordered, printed and distributed.

## 8. Promotion and information

### 8.1. Information for the public and customer assistance

Information on official publications for the public and customers as well as assistance to the users of electronic products managed by the Publications Office are provided by an external online helpdesk.

The helpdesk is promoted on the Office's internet site and on other online services offered by the Publications Office.

2008 showed a decrease (-6.4%) in the number of requests (61 721, compared to 65 912 in 2007).

Relative to the total number of requests, the ratio for each service remains the same and, again in 2008, TED and SIMAP requests represented half of all the requests.

EU Bookshop was an exception: in 2007 the number of helpdesk requests quadrupled and increased further in 2008. This reflects the increase in the number of the service's users.

Overall, the requests for information covered the following main themes:

■ Assistance for TED and SIMAP	53%
■ Assistance for EU Bookshop	23%
■ Assistance for EUR-Lex and the OJ L&C CD-ROM	8%
■ Assistance for document delivery orders	6%
■ Requests for information on publications	5%
■ Assistance for CORDIS	5%

A list of the 10 most frequently raised topics in 2008 can be found in Annex III (Table 20).

### 8.2. The Publications Office on the internet

The Publications Office's website ([publications.europa.eu](http://publications.europa.eu)) provides general information about the Publications Office, its services and events. The vast majority of the contents, the static pages, is available in the 23 official languages, whereas selected information such as news and press releases usually exists only in English, French and German.

Further developments were made: a subsection was created with the Office's own calls for tenders, and electronic forms were introduced by the end of 2008, allowing online subscriptions to the *Newsletter* and the annual catalogue of publications.

### 8.3. Promotional activities

In addition to participation in the two traditional exhibitions, Frankfurt Book Fair (October) and London Online Information (December), information stands were organised at various other events such as student fairs in Belgium, Bulgaria, the Netherlands and Romania. Furthermore, publications and online services of the Office were promoted among information multipliers of DG Communication (Europe Direct relays) and good working relations have been established with the newly founded information network of DG Enterprise (Europe Enterprise Network).

Promotion of CORDIS included attendance at 36 events, some with speeches and stands, others with stand presence only, and 6 new promotional handouts. A particular effort was invested in the webmarketing of CORDIS, which in 2008 involved regular distribution of a newsletter, a weblinking campaign to hundreds of European institutions and bodies, webcards and Google advertisement actions in order to attract more users to the site.

The commercial distributors network was kept up-to-date on new publications with a monthly promotional bulletin. This electronic tool in English, French and German lists the latest EU publications on sale — current and forthcoming books — and related promotional material. All 2008 issues are available on the website of the Publications Office.

The *Newsletter*, press service and presentations to visitor groups as well as various meetings and events continued as before.

## 9. Sales

### 9.1. Sales results

As a general rule, the institutions provide free-of-charge access to their publications. In certain cases, however, the author services require dissemination of a publication in paper form through commercial channels to enhance visibility in physical and virtual bookshops. However, for each priced publication a PDF version is available free-of-charge via EU Bookshop.

The sales of publications apply particularly to legal information, such as the Official Journal (the paper version of which is available via priced subscriptions and individual priced issues) and the Reports of Cases before the Court of Justice (case law). It also applies to certain monographs upon request by the author service. In 2008, 165 new titles were put on sale by the Publications Office (including single issues of the Official Journal and other periodicals). This represents a reduction of 37% in comparison with the 263 new titles for sale available in 2007.

The Publications Office issued 1 898 invoices for a total amount of 3 894 451 euro, i.e. a decrease of almost 2% in the number of invoices and a decrease of 12% in commercial invoicing compared to 2007.

The general downward trend in sales revenue is mainly due to the decrease in sales of subscriptions to the Official Journal (–18% with respect to 2007). Although the numbers of subscribers to other periodicals also decreased (i.e. –44% for the CEDEFOP ‘Vocational Training Bulletin’; –13% for the Reports of Cases before the Court of Justice), the invoicing of periodicals other than the Official Journal increased by around 19% due to the recovery of the backlog in the final dissemination (and thus invoicing) of the 2005 and 2006 editions of the Case Law.

Sales of subscriptions (comprising both OJ and other periodicals) still represent the bulk (94%) of publications sales.

A detailed overview of 2008 sales results is given in Annex III, Tables 17 and 18.

#### 9.1.1. Periodicals

Globally, the total number of all types of subscriptions sold decreased by 21% in 2008 compared to 2007 figures.

### Subscription figures

Publication	2004	2005	2006	2007	2008	Change (%) 2008/2007
Official Journal:						
L&C series (paper)	5 333	4 107	3 315	2 619	2 128	-18.75
L&C series (CD-ROM)	1 784	1 565	1 259	1 071	901	-15.87
CA series (Competition)	1 500	856	637	495	376	-24.04
S series (CD-ROM)	3 681	2 836	2 128	1 665	1 365	-18.02
Secondary legislation	373	14	2	5	0	+100.00
Periodicals other than the OJ	8 091	6 664	5 313	4 152	3 097	-25.41
COM documents	174	125	105	88	75	-14.77
<b>Total</b>	<b>20 936</b>	<b>16 167</b>	<b>12 759</b>	<b>10 095</b>	<b>7 942</b>	<b>-21.33</b>

The steady decrease in the number of paying subscribers to the different editions of the Official Journal (L&C paper, L&C CD-ROM, S CD-ROM) continued in 2008. The availability of the Official Journal free-of-charge on the web continued to show its impact: many clients cancelled their subscription reflecting the ever-increasing success of EUR-Lex.

Details of the subscriptions, by language, for the L and C series of the Official Journal (paper and CD-ROM editions) and for the OJ S CD-ROM can be found in Annex III (Tables 11 and 12). In 2008, the number of different types of priced subscriptions to periodicals other than the Official Journal was 10 compared to 11 in 2007. This reduction is the result of a decision by the European Parliament to discontinue the subscription to the 'Debates of the European Parliament CD-ROM'.

Detailed figures for subscriptions to periodicals other than the Official Journal are presented in Annex III (Table 13). No periodical other than the Official Journal had more than 1 500 paying subscribers. In fact, only three periodicals had a number of subscribers exceeding 500 and for most of the remaining titles, subscription numbers were much lower.

#### The most sold periodicals (other than the OJ) in 2008

Classification order	Title	Number of subscribers		
		2007	2008	Change (%) 2008/2007
1	Reports of Cases before the Court of Justice	1 369	963	-13.79
2	Cedefop — Vocational Training Bulletin	1 117	766	-44.05
3	European Economy	774	674	-12.82
4	Eurostatistics	299	264	-11.71
5	Community Plant Variety Office Official Gazette	276	259	-6.16

## 9.2. Licensing

TED and EUR-Lex online licences enable the exploitation and commercial re-dissemination by market players. In December 2008, the number of TED licence holders was 122. This represents an increase of 4% with respect to the 117 licences managed in 2007. Among the 122 TED licences managed by the Office in 2008, it should be noted that 15 were given free-of-charge to 'eSenders' organisations (bodies in Member States preparing their procurement notices for the public entities to be published in TED).

By year-end, the number of EUR-Lex licence contracts was 22, compared to 25 in 2007, which constitutes a decrease of 12%.

The above figures for 2008 confirm that despite free online access to both the TED and EUR-Lex databases, the commercial activities in this area are matching a market need.

The total amount invoiced in 2008 for EUR-Lex and TED was 626 749 euro. Prices for 2008 licences were the same as in 2007. A detailed review is given in Annex III (Tables 15 and 16).

## 9.3. Assessment and prospects

The general downward trend in sales observed over the last few years continued in 2008. This is mainly due to the decrease in subscriptions, both to the Official Journal and other periodicals. A further decrease of 22% in the sales of books is to be mentioned; it reflects the challenge for the Office to re-orientate its sales policy.

Therefore the Office conducted in 2008 a thorough review of its sales policy favoring free-of-charge online access to the publications and aiming at a broader dissemination. On the basis of this analysis, a re-orientation of its commercial activities is being implemented.

# 10. EU Bookshop

## 10.1. Content

An additional 4 580 titles (in several linguistic versions) were added to EU Bookshop during 2008 which represents an overall increase of 18% compared to the 2007 figures. Although a significant number of titles were actually the result of the current production of 2007 and 2008, many older publications were made available to the European citizen following specific requests. Those titles were either scanned using in-house capacities or PDF files were requested from printers, author services and electronic archives.

The pre-production phase of the Publications Office Digital Library resulted in 6 100 older titles being added to the electronic archives supplying the EU Bookshop database. Following several quality control steps of the PDFs delivered by the external contractor, metadata (notices) were produced and stored as electronic records ready for use by the EU Bookshop system. The titles introduced within the framework of the Publications Office Digital Library project will be made available to the public in mid-2009.

To ensure state-of-the-art performance of the technical infrastructure supporting the EU Bookshop service, an off-the-shelf e-commerce solution was chosen to replace the existing tailor-made system. This will be put into production during 2009. Hence first steps in rebranding EU Bookshop to the Digital Library have been taken.

## **10.2. Awareness**

With more than 1.3 million visits during 2008, EU Bookshop has surpassed initial expectations with an increase in number of visits of more than 21% compared to 2007. It is worthwhile to note that almost 13 million pages were consulted in 2008.

The number of downloaded PDFs attained almost 800 000 downloads and demonstrates EU Bookshop's increasing popularity among European citizens.



### III. CORDIS — the Community Research & Development Information Service

CORDIS is a highly visited service with a high level of availability and performance. Considerable effort was made to improve the statistics, filtering visits originating from robots which account for 75% of accesses. Page accesses by individual users amount on average to 3.5 million per month. CORDIS is very well indexed and ranked by Internet search engines. The number of CORDIS users remained stable throughout the year. All FP7 calls for proposals were published on time in CORDIS.

The Service Level Agreement with the Commission's DG Research has been in place since September 2007 and three CORDIS Service Management Board (CSMB) meetings took place in 2008.

A CORDIS ex-ante study was conducted in order to define the sourcing scenario for the renewal of the CORDIS contracts. The study involved all CORDIS stakeholders. High-level decision-makers in the Commission (Cabinets, Secretariat-General) as well as in the European Parliament were consulted. The outcome of the study and the recommended scenario were presented and discussed at the CSMB meeting in September.

The Administrative Arrangement with the Joint Research Centre/Institute for Prospective Technological Studies (JRC/IPTS) for conducting the development and hosting of the ERAWATCH project as part of CORDIS was extended until 2009.

A study was conducted to improve and better integrate CORDIS search with the Europa portal search facility. Following from this, a prototype was developed and validated with DG Informatics and DG Communication. The improved service is expected to be in production in the first quarter of 2009.

The presidency services for Slovenia and France were launched, and that for the Czech Republic prepared. Furthermore, several national and regional services have been revamped and better integrated with the Europa portal and ERAWATCH.

The new content management system (CMS2) based on open source software was introduced in 2008 and is now fully operational. It is used for the management of all new content pages as well as for 80% of old content. 100% usage is targeted for 2009.

The CORDIS team organised several training sessions for the Project Information Dissemination Service (PIDS). This tool, developed by CORDIS, serves for the collection of information and results on FP6 projects directly from project officers and project coordinators. However, very few results arrived for FP6 and no results were communicated to CORDIS for FP7.

Preparatory work has been done for the extension of the Partners Service. To support its users, CORDIS intends to provide social and collaborative tools while complementing the search with faceted search facilities. National Contact Points (NCPs) will be closely involved in this project.

CORDIS produced ten issues of the *research\*eu* — results supplement and one issue of the *research\*eu* — *focus*. Two more issues were pending by year-end. The subscriptions list was cleaned up substantially, resulting in a drop in the number of subscribers to 4 227. However, by year-end, this number almost doubled again to 8 100.

CORDIS was present at 42 events in 18 countries, in particular those organised by information multipliers such as the newly funded Enterprise Europe network, the National Contact Points network and Europe Direct. Information on CORDIS was disseminated through not only speeches, presentations and information stands but also numerous web-marketing activities (see also under Promotional activities).

A user satisfaction survey was conducted in the second half of 2008 targeting stakeholders, information providers and CORDIS registered users. The results show a high level of satisfaction, with News, FP7 pages and e-mail notification services being the best-rated services. The percentage of neutral or positive opinion progressed from 86.8 to 89%. Users have quoted that CORDIS has significantly improved in usability, overall navigation and clarity (in particular home page and FP7).



A stylized illustration in shades of blue and white. It shows a printer on the right with a sheet of paper coming out, and a keyboard below it. On the left, there is a large, light-colored 'C' shape that partially overlaps the printer's output tray. The background is a solid blue color.

# Management

## I. Human resources

### 1. Personnel

#### 1.1. Officials

The total number of statutory posts remained at 655 (see Annex III, Table 30 and Graph 1). In addition six posts were used as compensation for part-time work.

In 2008, 25 successful candidates were appointed probationary officials (compared to 29 in 2007, 50 in 2006 and 112 in 2005). For a few years, laureates were mainly nominated on posts approved by the Budgetary Authority further to enlargement. In 2008, however, laureates were appointed as a result of normal turnover but also turnover due to newly recruited laureates moving on to other posts at the beginning of their career.

Four officials joined the Office by transfer. During the year, 21 officials left the Office to continue their career in other services of the European institutions and 12 left to retire or for other personal reasons.

Although 2008 did not entail the same recruitment activity as previous years, a number of vacant posts remained difficult to fill due to various constraints. The lack of appropriate reserve lists left some posts vacant for too long a period (mainly at AST1 level in the secretarial and IT areas). Furthermore, the high cost of living in Luxembourg and surroundings was given as a reason by many laureates to turn down interviews or offers of employment. Despite those difficulties, the vacancy rate of permanent posts at the end of 2008 was at 4.54% the lowest rate since 2000 (4.41%).

The reorganisation of the Publications Office on 1 January 2008 led to the reallocation of 40 staff. At the same occasion, a new head of unit was appointed and transferred to the Office from a Commission DG.

The procedures of attestation and certification have become an integral part of the Human Resources Unit's work in the field of career development. During 2008, nine former C\* category officials were appointed assistants (B\*), after having been authorised by the attestation procedure to apply for vacant posts in this function group. Within the Office, four officials (compared to six during 2007) participated during several weeks in the certification training programme, preparing for functions in the administrators function

group. After the exams held in 2008, five more officials were included in the list of successful candidates. Three certified candidates (of whom two were already working in the Office) were chosen for the five vacant administrator posts published by the Office during 2008.

The structure dealing with requests for mobility set up in the beginning of 2007 continued its activity. 38 officials (compared to 44 in 2007 and 15 in 2006) were able to move to a new post within the Office during 2008 (promotions not included).

## 1.2. Temporary agents

Nine temporary agent contracts were granted in 2008 for jobs for which no reserve list existed (mainly in the IT field) or for which competitions were underway.

## 1.3. Contract staff

During 2008, nine persons were engaged as contract staff. On 31 December 2008, a total of 23 contract agents were working at the Office. However, this type of contract has not proven to be useful for reinforcing teams quickly when needed, due to the time-consuming recruitment process.

The high cost of living in Luxembourg has also shown to be a constraint for the recruitment of contract agents; several candidates have turned down interviews or offers of employment for this reason.

## 1.4. Gender balance

On 31 December 2008, 53% of all officials in the Office were women. Women occupied 75% of senior management posts, whereas 30% among AD category officials and 56% in the AST category were women.

	Grade and gender			
	31.12.2007		31.12.2008	
	female	male	female	male
AD (ex-A*)	31%	69%	30%	70%
AST (ex-B*+C*+D*)	56%	44%	56%	44%
<b>Total</b>	<b>52%</b>	<b>48%</b>	<b>53%</b>	<b>47%</b>

### 1.5. Geographical balance

The following table shows the geographical balance of nationalities as at 31 December 2008.

	AD	AST	Total
Belgium	9	64	73
Bulgaria	1	7	8
Czech Republic	1	9	10
Denmark	1	14	15
Germany	12	27	39
Estonia	—	9	9
Ireland	1	5	6
Greece	1	26	27
Spain	6	27	33
France	10	105	115
Italy	7	47	54
Cyprus	—	—	—
Latvia	2	8	10
Lithuania	1	13	14
Luxembourg	3	41	44
Hungary	3	14	17
Malta	1	3	4
Netherlands	—	9	9
Austria	1	3	4
Poland	6	19	25
Portugal	3	23	26
Romania	1	11	12
Slovenia	1	8	9
Slovakia	2	10	12
Finland	1	19	20
Sweden	1	14	15
United Kingdom	4	16	20
<b>Total</b>	<b>79</b>	<b>551</b>	<b>630</b>

### 1.6. Selection of personnel

In 2008, the reserve list for Maltese-language proofreaders was published in January. The oral tests for the French-language competition took place in April, and the list of laureates was published in July.

In September, competitions for Swedish-, Dutch- and Lithuanian-language proofreaders were published. For the first time for the Publications Office, these competitions are part of the new computer-based testing system, and the admission tests took place in December. The reserve lists are foreseen to be published by July 2009.

## 2. Training

### 2.1. Strategic training plan

A training plan was established at the beginning of the year. The priorities defined were the development of skills in electronic publication, in editorial techniques and in document management, the development of the internal communication and the sharing of knowledge among colleagues, the improvement of the staff's approach towards clients.

In total, the training section organised 284 courses (+ 38%) at the Office's level.

### 2.2. Participation in training actions

In 2008, the staff took part in 6 041 training days. The 2008 average per staff member is 9.70 days distributed as follows:

- General domain 3.4 days
- Linguistic domain 4.7 days
- IT domain 1.6 days

These figures do not include on-the-spot training. In other terms, the Office exceeded the targets set by the Commission.

The Office organised locally 52% of the training in the general domain and around 49% of the training in the IT domain.

The Office committed a total of 238 420 euro on its own budget for training. The main training courses organised locally were:

- The identification system (184 participants)
- Hands-on EUR-Lex (203 participants)
- Sharepoint (70 participants)
- Lunch time conferences (653 participants)
- The new appraisal and promotion system (412 participants)
- Use of Adobe Acrobat for proofreaders (133 participants)
- ARES (155 participants)
- PlanPubli application (33 participants)
- EU Bookshop (22 participants)
- Copyright (53 participants)
- Visit of the distribution centre in Gasperich (65 participants)

## II. Budget

### 1. Budgetary accounts

#### 1.1. Overall budgetary implementation 2007

In 2008, the overall budget managed (totals committed on all types of appropriations, except where otherwise stated) by the Publications Office amounted to a total of 165.96 million euro (2007: 172.88 million euro), of which 123.35 million euro (2007: 131.79 million euro) came from the budget items formally delegated to the Office, 7.00 million euro (2007: 7.00 million euro) came from budget items subdelegated to the Office and 35.61 million euro (2007: 34.09 million euro) from appropriations from the institutions' budgets. The difference is primarily explained by a price drop in a main production contract for the Supplement to the Official Journal, resulting in a lower level of commitments on budget item 26.0201.

Totals may show divergences due to round-offs.

#### Appropriations for which the Director of the Publications Office is authorising officer by delegation

(in million euro)

Budgetary reference	Heading	Commitment appropriations <sup>(1)</sup>		Payment appropriations <sup>(2)</sup>	
		Amounts committed	% implementation	Amounts paid	% implementation
<b>Section III — Commission</b>					
02.04 04 02	Completion of the sixth Research Framework Programme (2003 to 2006) (CORDIS) <sup>(1)</sup>	—	—	5.720	97.63
26.01 09 01	Publications Office	87.062	92.20	87.00	80.20
26.01 10 01	Consolidation of Community law	1.931	64.37	2.18	53.85
26.01 11 01	Official Journal of the European Union (L and C)	20.012	82.56	19.53	69.67
26.02 01	Procedures for awarding and advertising public supply, works and services contracts	14.341	75.57	14.284	72.90
<b>Total</b>		<b>123.347</b>	<b>87.56</b>	<b>128.72</b>	<b>77.54</b>

<sup>(1)</sup> Global implementation, comprising the budget of the year (including surpluses declared but unused at year end), and assigned revenue both from 2008 and carried over from 2007. See table 21.

<sup>(2)</sup> Global implementation, comprising the budget of the year (including surpluses declared but unused at year end), payment appropriations authorised to cover commitments from previous year(s), as well as assigned revenue both from 2008 and carried over from 2007. See table 22.



### Appropriations for which the Director of the Publications Office is authorising officer by subdelegation

In 2008, the Office actively used 14 subdelegated budget items, two of which related to publication activities (payment appropriations only) and the rest to CORDIS as financed under the Seventh Research Framework Programme (2007-2013).

(in million euro)

Budgetary reference	Heading	Commitment appropriations		Payment appropriations	
		Amounts committed	% implementation	Amounts paid	% implementation
<b>Section III — Commission</b>					
02.04 01 01	Enterprise (CORDIS)	0.207	100.00	0.120	69.83
02.04 01 02	Enterprise (CORDIS)	0.202	100.00	0.118	69.97
06.06 01 00	Energy & Transport (CORDIS)	0.262	100.00	0.162	69.30
06.06 02 00	Energy & Transport (CORDIS)	0.233	100.00	0.151	68.99
08.02 01 00	Research (CORDIS)	1.343	100.00	0.901	100.00
08.03 01 00	Research (CORDIS)	0.404	100.00	0.269	68.79
08.04 01 00	Research (CORDIS)	0.754	100.00	0.510	68.66
08.05 01 00	Research (CORDIS)	0.250	100.00	0.161	69.06
08.06 01 00	Research (CORDIS)	0.424	100.00	0.281	68.73
08.07 01 00	Research (CORDIS)	0.674	100.00	0.447	80.46
08.08 01 00	Research (CORDIS)	0.163	100.00	0.095	69.96
09.04 01 00	Information Society & Media (CORDIS)	2.084	100.00	1.367	100.00
<b>Sub-total CORDIS</b>		<b>7.000</b>	<b>100.00</b>	<b>100.00</b>	<b>82.88</b>
01.02 04 00	Economic & Financial Affairs	—	—	0.153	100.00
08.22 04 00	Research	—	—	0.252	64.95
<b>Grand total</b>		<b>7.000</b>	<b>100.00</b>	<b>4.987</b>	<b>82.16</b>

Appropriations for which the Director of the Publications Office is authorising officer  
by codelegation <sup>(1)</sup>

(in million euro)

Budgetary reference	Heading	Commitment appropriations		Payment appropriations	
		Amounts committed	% implementation	Amounts paid <sup>(2)</sup>	% implementation
Title 01	Economic & Financial Affairs	—	—	0.646	—
Title 02	Enterprise	—	—	0.050	—
Title 04	Employment and Social Affairs	—	—	0.956	—
Title 05	Agriculture and Rural Development	—	—	0.163	—
Title 06	Energy and Transport	—	—	0.000	—
Title 07	Environment	—	—	0.524	—
Title 08	Research	—	—	1.148	—
Title 13	Regional Policy	—	—	0.071	—
Title 16	Communication	—	—	2.103	—
Title 17	Health and Consumer Protection	—	—	0.009	—
Title 25	Commission's Policy Coordination and Legal Advice	—	—	0.503	—
Title 29	Statistics	—	—	0.447	—
<b>Total</b>		—	—	<b>6.620</b>	—

<sup>(1)</sup> Codelegation received on payment appropriations only.

<sup>(2)</sup> Author services may also pay for services not carried out by the Office on lines codelegated to the Office.

Tables 21 to 24 in Annex III show the implementation of the commitment and payment appropriations and the appropriations remaining to be settled for the financial year 2008. Graph 7 shows the overall breakdown by institution of the Publications Office costs for 2008.

## 1.2. Management of the budget on behalf of the institutions

In addition to the resources delegated to the Director of the Office from the Commission's budget, the Publications Office called on the financial resources of the institutions for the payment of 35.61 million euro during the financial year 2008.

### *Detail of the payments carried out:*

<i>Management of the budget on behalf of the institutions</i>	<i>(in million euro)</i>
<ul style="list-style-type: none"> <li>■ Official Journal appropriations from institutions other than the Commission (total paid by the Commission, and re-invoiced to the institutions in 2008)</li> <li>■ publication invoices for which the Office gives the technical approval (all 2008 invoices and credit notes for all author services)</li> </ul>	13.84 21.77
<b>Total</b>	<b>35.61</b>

<i>Recovery orders issued by the Office</i>	<i>(in million euro)</i>
<ul style="list-style-type: none"> <li>■ Recovery orders</li> </ul>	12.484

The recovered amounts enter into the budget as assigned revenue in the corresponding budget headings (see detail by budget line in Annex III, Table 27). This compares to a total value of 11.414 million euro in 2007.

The 475 recovery orders issued in 2008 primarily concern:

- expenses met for third parties, in particular storage and dissemination costs of the institutions;
- sales revenue which is allocated to the budget items for which the Director of the Publications Office is authorising officer by delegation.

## 2. Commercial accounts

### 2.1. Operating results

Tables 28 and 29 in Annex III list the detail of the commercial activity to 31 December 2008 and of the operating accounts for the financial year 2008.

It should be noted that the amount included to provide for doubtful debts stands at 222 333 euro on 31 December 2008. The Commission has been informed accordingly and will include the provision in its Financial Statements.

### 2.2. Sales revenue

In 2008, net sales revenue collected amounted to 3 957 525 euro, compared to 4 536 239 euro in 2007. The breakdown by institution is given in Annex III, Table 17.

Net sales invoiced stood at 3 894 451 euro in 2008, compared to 4 449 816 euro in 2007. For details on invoiced sales by type of product, see Annex III, Table 18.

The Publications Office's balance sheet and profit-and-loss statement are presented at Annex IV.

## III. Procurement and contracts

### 1. Tender procedures

The results of the tender procedures are summarised below by type of procedure involved:

#### 1.1. Open procedures concluded

*Procedures concluded with contract award:*

Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Single framework contract	7	13	13	22 186 355.40
Multiple framework contract «à façon»	1	14	16	138 876 888.80
Multiple framework contract «en cascade»	5	16	38	99 212 063.88
Direct contract	2	2	2	1 785 798.00
<b>Total</b>	<b>15</b>	<b>45</b>	<b>69</b>	<b>262 061 106.08</b>

*Procedures concluded without contract award*

1

#### 1.2. Negotiated procedures concluded

*Procedures concluded with contract award:*

Type of contract	Number of procedures	Number of lots	Number of contracts or amendments signed	Total amount (euro)
Single framework contract	3	3	3	170 826.00
Direct contract	6	6	7	257 816.88
Amendment to existing contracts	22	22	40	20 016 496.41
<b>Total</b>	<b>31</b>	<b>31</b>	<b>50</b>	<b>20 445 139.29</b>

*Procedures concluded without contract award*

3

#### 1.3. Restricted procedures

*Procedures concluded with contract award:*

Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Single framework contract	1	1	1	117 660.00
Direct contract	2	2	3	3 810 667.30
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>3 928 327.30</b>

#### 1.4. Other procedures

*Procedures concluded with increase of contract amount:*

Type of procedure	Number of procedures	Number of contracts affected	Total amount (euro)
Increase of contract amount	4	5	3 588 314.90

## 2. Contract management

The activity relating to services and supplies contract management can be summarised as follows:

	2005	2006	2007	2008
New contracts established	57	56	103	83
Amendments to existing contracts established	59	48	50	84

New contracts established by type of procedure are as follows:

	Number of contracts
Publications Office open procedures	69
Publications Office negotiated procedures	10
Publications Office restricted procedures	4
Other EU services tendering procedures (non established by the Office)	6
<b>Total</b>	<b>89</b>

New amendments are detailed as follows:

	Number of contracts
Publications Office negotiated procedures	40
Publications Office other amendments	44
Other EU services amendments	7
<b>Total</b>	<b>91</b>

The Publications Office managed 382 contracts (of which 38 of other EU services) as at 31 December 2008.

## IV. Infrastructure

### 1. Facilities management and supporting resources

#### 1.1. Buildings

The file for the acquisition of the Mercier building was updated and discussed with DG BUDG. In the light of the comments received from DG BUDG and taking account of the position of the owner of the building, the Office reconsidered whether the acquisition of the building remained opportune and it was thus decided not to pursue the option to buy in 2008.

The file for the refurbishment of the ground floor of the Mercier building was re-examined. In view of the very high cost of the work in the offer received following a call for tender, it was decided to close the tendering procedure without attribution.

#### 1.2. Safety and health

One evacuation exercise took place for each building. A call for volunteers in order to complete our fire-pickets (EPI) team was launched, and a sufficient number of fire-pickets were recruited.

Security installations have been maintained and improved: installation of an anti-intrusion system for the Office's distribution centre in Gasperich and reporting of technical and fire alarms from the centre in Gasperich and the Fischer building to the Mercier reception desk, which is occupied around the clock. Further improvements are planned for 2009.

#### 1.3. Supporting resources

The number of workstations (desktop PCs) remained stable: 953 at the end of 2008 compared to 945 in 2007 and 950 in 2006. The number of helpdesk calls related to IT or general services is close to the average of the three previous years (2008: 12 300, 2007: 11 027, 2006: 13 314, 2005: 14 132).

About 100 internal moves were carried out in 2008, a major part of which were to regroup units following the partial reorganisation of 1 January 2008.

### 2. Document management

#### 2.1. Archives and Centre d'administration des documents (CAD)

In December 2008, the Publications Office successfully migrated from ADONIS to ARES.

Furthermore, the merging of the mail clerk and the CAD teams was completed as planned by the end of 2008.

In preparing the shipment of publications to the Office's contractor for scanning, the archive team has made a significant contribution to the PODL (Publications Office Digital Library) project. A new working environment has been set up successfully in February 2008. By the end of 2008, nearly 80% of the publications for the PODL have been treated, i.e. they are ready for pickup by the contractor.

### 3. Information technology

Throughout 2008 the IT and telecoms facilities were operated with a global availability of over 99.9% for the network and 99.6% for the applications in production.

The strategy for storage was revised and the first part of the required systems was installed.

BURA (Backup-Restore-Archive), a new project, was launched in November 2008. A new architecture, fully compliant with BURA principles will be put in place by mid-2009. BURA will simplify the day-to-day administration and operations (i.e. fewer manual interventions) and provide for an even higher availability. Furthermore, with the new architecture, archiving requirements of mail and file servers can also be met more efficiently. Finally, BURA will facilitate meeting the requirements stipulated in the Business Continuity Plan.

The call for tenders for the new IT framework contract covering Windows and Monitoring and Quality Controls activities was completed. Two new contracts were awarded and started.

A terminal server for supporting remote access for teleworking was configured and put into production.

The PODL application was integrated into the operational document workflow, through the EUDOR repository and the PROCAT Notice database references.

### 4. IT security

#### *Firewall:*

- One scan attack on the Office's address space from outside occurred in December 2008, which was reported to the Security Directorate by the LISO.

#### *VPN tokens:*

- 173 remote access tokens were dealt with, which resulted to 67 external contractor tokens and 49 internal teleworker tokens registered as active at the Office at the end of 2008.

# V. IT projects

## 1. Project management

The IT Projects Unit focused its overall attention in 2008 on implementing the planned development projects in a timely manner and with high quality, ensuring good communication with all stakeholders so that they are informed about the progress of development. An initiative to develop a more agile IT system that will be able to meet the IT needs of the Office in the future has been launched. Several major IT development projects were successfully implemented. The most important ones are mentioned below:

- GescomX/SagapX: stock on deposit functionality added to the logistic and commercial application used for the sales agents network.
- Plan-JO: workflow system used to produce the Official Journal, second phase put into production.
- EU Bookshop: the internet service was improved with additional functionalities and migration to an Oracle database has been completed, providing a technically agile and more integrated solution.
- Publications Office Digital Library (PODL): reception chain to ingest the scanned publications in EUDOR.
- The Web Content Management for Europa websites using Documentum was improved significantly during 2008, in cooperation with the Commission's DG COMM and DIGIT, to respond to users' needs. The analysis of a new major version using the latest release of Documentum has taken place; development is foreseen for 2009.
- Wiki — the tools in the Flexible Platform for Internet Services (FPIS) have been successfully improved and used as an internal collaborative and communication tool.
- EU WhoisWho, the online edition of the Official Directory of the European Union has been made available for the PDA.
- Support for the new CPV codes (Common Procurement Vocabulary) has been implemented in eNotices (the online tool for requesting the publication of public procurement notices on TED).

Several important contracts have been successfully renewed. The most important ones are:

- SEI-BUD/AMD/CR: system used to produce the budget of the European Union.
- PlanPubli: monitoring and tracking collaborative system for publishing.

New projects have been launched in 2008:

- e-tendering — support for electronic tendering procedures,
- TED-Monitor — a back office for TED,
- a project for using MOSS 2007 (Microsoft Office SharePoint Server) as the platform for the intranet and collaboration website of the Publications Office.



# VI. Internal control environment

## 1. Risk management and business continuity

The Office provides access through its websites to European law and publications. Its activities comprise the production, physical and web dissemination of the Official Journal, Case Law and other publications, and also the publishing of public procurement tenders and scientific information.

For this, the Office uses infrastructure (mainly IT), outsourcing and financial and human resources.

Therefore the main risks and risk-management activities (including internal control) of the Office are also concentrated on these areas.

All budget items delegated by the Commission to the Director of the Office concern administrative expenses and/or contract management and are in direct centralised management, which means that, compared with shared or decentralised budget management for instance, the inherent risk is low.

The risk register of the Office was reviewed through interviews. The risks of most critical procedures were reviewed with the process owners. There are no residual risks with both high impact and likelihood.

Main areas which require special attention are satisfaction of author services, production procedures, and in the financial area management of contracts, and safeguarding of assets.

The risk assessment and the follow-up of risks identified in previous years confirm that risks within the Office are adequately managed.

In the field of business continuity planning, further work has been carried out. Contingency plans have been updated or created according to plan, with the exception of the CORDIS contingency plan (deferred to early 2009). Further applications have been installed on the back-up site of the Data Centre (Data Recovery Plan — DRP) in order to make them disaster-proof.

## 2. Internal audit capability

The internal audit capability (IAC) operates in accordance with the Institute of Internal Auditors' attribute and performance standards and code of ethics, and EU regulations and standards.

The work plan for 2008 comprised the following audit tasks:

Audit of the functioning and effectiveness of the internal control systems, in particular:

- Travel procedures and expenses (missions)
- Purchase request procedures and inventory management
- Development of IT projects

Audit of selected contracts, namely:

- Production of the Official Journal
- Production and distribution of legal databases
- Stock management and distribution

In accordance with SEC(2003)59, the IAC expressed an opinion on the state of control as a contribution to the preparation of the Office's Annual Activity Report.

### 3. Financial circuits and control

The financial resources managed by the Office fall into three types.

- Administrative expenditure (salaries, rent, etc.) managed through the Office's own budget, which is annexed to that of the Commission.
- Operational expenditure: work contracted out. This includes financing from within the Office's own budget and other budget lines delegated to the Director of the Office.
- Other financial responsibilities fall into three categories. Under the supervision of its Management Committee, the Office is responsible for:
  - orders and payments related to the Official Journal L and C on behalf of all institutions. Payments are regularised between the Commission and the other institutions using the official liaison accounts;
  - validating as 'certified correct' invoices for publications financed by other institutions, agencies or Commission services and managed by the Office;
  - sales of publications, from issuing invoices to transferring the payments received on bank accounts opened for the Office by the Commission to the institutions and services concerned.

Within the Office, budget cells are attached to the Directorates and the CORDIS Unit. The AOS reporting every semester contains the financial data and the main points concerning controls and risks.

The Office reports quarterly to its interinstitutional Management Committee on its main activities.

The internal control coordinator (ICC) is responsible for coordinating internal control activities, managing financial control and evaluation, assessing internal control; standards implementation and risk management and data protection.

Compliance with internal control baseline requirements was assessed based on information available from audit reports, results of financial controls and the interviews and a desk review conducted by the ICC.

5 ex-post control exercises took place in 2008:

- 3 general ex-post exercises on payments covering the period from 1 November 2007 to 31 August 2008  
620 files examined/3 534 transactions (17.54%) representing 19 712 555.61 euro/ 79 996 265.08 euro (24.64%).

- 1 on de-recognition of goods from the inventory in 2005 — 2007 covering 26 de-recognition files.
- 1 'spot ex-post' exercise, covering transactions done by four units  
9 files examined/48 transactions (18.75%) representing 470 192.25 euro/912 601.24 euro (51.52%). Unlike the general ex-post control exercises, 'spot ex-post' controls are targeted to a specific area or unit for a short time period, in this case for each unit one week in June 2008.

Within the financial circuit of the Office, while the first-level ex-ante control is carried out by the operational and financial verifying agents for every transaction, additional second-level ex-ante control on commitments, recovery orders and de-recognition of assets is performed by the Financial Control Section, following the ex-ante control procedure. In 2008 an additional second-level ex-ante control was performed on 323 files/974 transactions (33.16%, excluding the 4 units currently exempt from the ex-ante procedure) and on 18 de-recognition files (1 157 items). All transactions with errors with a financial impact (error types A & B) were examined in detail and recommendations were formulated. Based on error rates, second-level ex-ante control needs are regularly reviewed.

The improving trend of financial control results shows that these are fulfilling their role in continuously improving operational and first-level financial controls.

## 4. Evaluation

In 2008 two external evaluations aimed at improving the contractual arrangements of two flagship services, CORDIS and TED, were completed. The evaluation results were used for preparing technical specifications, amending contractual provisions and designing operational modalities of the renewed contracts.

The 'Evaluation and revision of framework contract CORDIS AO 10191' project examined the structure and implementation of the current contracts. The evaluation findings identified possible improvements for the next generation of contracts, and proposed new outsourcing scenarios.

The 'Evaluation of contract 6019-1 (Production of the TED website, the OJS CD-ROM and other electronic media)' project yielded 30 recommendations, including proposals for broadening the supply base, improving the performance of the service, ensuring the transferability of the contract, and tightening business continuity/crisis recovery measures.

Internal evaluations following the 'évaluation ex-ante' procedure were completed for 11 of 13 calls for tender, each of an estimated individual value exceeding 133 000 euro.

Preliminary findings and recommendations resulting from the evaluation of the Key Performance Indicators reported to the Management Committee fed into the preparation of the 'Plan de développement' and the 2009 Annual Management Plan.

28 procedures were reviewed in 2008 (complementing the 46 procedures evaluated in 2007). The results were documented in the 'Registers of identified procedure risks and analysis'. Actions addressing risks were agreed with process owners and launched. Proposals to simplify some procedures will be implemented by the units concerned.



# D

## Social report

### I. Social dialogue

As in the previous years, the Publications Office pursued its cooperation with the Local Staff Committee and held regular joint meetings in the presence of the Office's Director-General and Resources Director. These meetings allowed the exchange of information as well as discussion on measures which might affect the Office's staff.

In particular, the following issues were discussed:

- The Office's budget and the evolution of the Office's structure, in particular the implementation of the new organisational structure as of 1 January 2008 and the decision on the new mandate.
- The Office's building and infrastructure policy, namely the potential acquisition of the Mercier building and the refurbishment of the buildings (creation of a sports facility, renovation where necessary as well as normal maintenance tasks).
- Recruitment in general and, in particular, the difficulties of recruiting new officials in Luxembourg, especially at the basic recruitment grades.
- General administrative procedures such as career development review, promotion, attestation and certification procedures, implementation of flexitime, teleworking, etc.

### II. Health and well-being

In 2007 a comprehensive staff satisfaction survey was carried out. As a result, many actions related to well-being were undertaken.

Internal communication has been further developed:

- The Publications Office was the first DG to implement the wiki to this effect, and it is widely used as a forum and to exchange information.
- The Publications Office state-of-play and plans for the future were the main subjects of two Away Days, in which the staff participated actively.
- Lunchtime conferences were launched to inform on the main projects and issues of the Office and on various activities.



# Annex I

## Governing bodies and key persons

### 1. Members of the Management Committee

The Publications Office's Management Committee was composed as follows:

- Mr Harald Rømer, Secretary-General of the European Parliament;
- Mr Pierre de Boissieu, Secretary-General of the Council;
- Ms Catherine Day, Secretary-General of the Commission;
- Mr Roger Grass, Registrar of the Court of Justice;
- Mr Michel Hervé, Secretary-General of the Court of Auditors;
- Mr Patrick Venturini, until 31 July 2008 Chairman of the Management Committee, and as of 1 October Mr Westlake, Secretary-General of the European Economic and Social Committee;
- Mr Gerhard Stahl, Secretary-General of the Committee of the Regions and from 1 August 2008 onwards Chairman of the Management Committee.

### 2. Organisational chart of the Office (1.1.2009)

<b>Director-General</b>	<b>M. REICHERTS</b>
Assistant to the Director-General	V. JENSEN-HEYMANS
Adviser (responsible for the secretariat of the European Forum of Official Gazettes)	A. BERGER
Internal audit	S. BERTOMEU
<b>Reporting directly to the Director-General</b>	
1. Evaluation, control and future developments	L. SZABÓ
2. Editorial policy	S. BRACK
3. CORDIS	Ph. LEBAUPE
<b>Directorate R — Resources</b>	
<b>Director</b>	<b>B. M. REYNOLDS</b>
1. Human Resources	L. CECCARELLI
2. Calls for Tender and Contracts	A. CARNEIRO
3. Finance	J. LOWERY-KINGSTON
4. Infrastructures	K. KÖNIG
5. IT projects	S. PREŠERN
<b>Directorate A — Official Journal &amp; Access to Law</b>	
<b>Director</b>	<b>Y. STEINITZ (acting)</b>
1. EUR-Lex	Y. STEINITZ
2. OJ Production Coordination	F. DÖLL
3. OJ Quality Control	W. KAŁAMARZ
4. TED	A. REIS (acting)
5. Copyright/Legal and Documentary Issues	P. BERTELOOT
<b>Directorate B — Publications &amp; Dissemination</b>	
<b>Director</b>	<b>D. SAFFAR</b>
1. Cross-media Publishing	J. YOUNG
2. Editorial Services	F. DIEGO-LUIS
3. Promotion and Distribution	M. LANGLAIS
4. Customer Relations	T. DAMAN
5. EU Bookshop	S. STAPEL

# Annex II

## Interinstitutional committees

The Publications Office holds the secretariat of the committees and subcommittees listed below. They were set up by decision of the Office's Management Committee, to which they report.

The Management Committee considers that the work carried out by these committees and subcommittees is vital for the progress of the Office's various projects. As far as the Committee 'Publications multimédia — Outils et méthodes' is concerned, the Committee's terms of reference and organisation will be reviewed during 2009.

<b>Groupe interinstitutionnel Lex (GIL)</b>	
<i>Participating institutions</i>	<ul style="list-style-type: none"> <li>■ the institutions represented in the Management Committee</li> <li>■ the European Investment Bank</li> <li>■ (as observers) the Chairman and the Troika of the Council Working Party on Legal Data Processing (GIJC)</li> </ul>
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> Maurer, Eva Maria</li> <li>■ <i>Institution:</i> Council</li> <li>■ <i>Tel.:</i> +32 2819956</li> <li>■ <i>Mail:</i> <a href="mailto:eva-maria.maurer@consilium.europa.eu">eva-maria.maurer@consilium.europa.eu</a></li> </ul>
<i>Change of chairmanship</i>	Every year, in March (after the meeting of the Management Committee)
<i>Terms of reference (summary description)</i>	Steering committee for the development and operation of the EUR-Lex systems and for the <i>Directory of Community legislation in force</i>
<i>Date of first meeting</i>	23.9.1999
<i>Frequency of meetings</i>	3-4 times per year
<i>Number of meetings in 2008</i>	3
<i>Main subjects treated in 2008</i>	Election of the President for the period June 2008 to March 2009; EUR-Lex contribution to the Annual Management Report and 2007 review; 2008 perspectives; renewal of the EUR-Lex system; transfer of the dissemination of PreLex from the Secretariat-General of the Commission to the Publications Office

**Consolidation Group**

<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Publications Office
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> H.-G. Crossland</li> <li>■ <i>Institution:</i> European Commission</li> <li>■ <i>Tel.:</i> +32 22955746</li> <li>■ <i>Mail:</i> hans-gerald.crossland@ec.europa.eu</li> </ul>
<i>Terms of reference (summary description)</i>	Steering committee for the consolidation work carried out by the Publications Office
<i>Date of first meeting</i>	mid-90s
<i>Frequency of meetings</i>	3 times per year
<i>Number of meetings in 2008</i>	4
<i>Main subjects treated in 2008</i>	<ul style="list-style-type: none"> <li>■ Simplification of Community law</li> <li>■ Consolidation: production and financial balance; daily consolidation; backlog BG and RO; priority list for consolidation in the new languages, status for consolidation in the new languages, statistics for daily and backlog consolidation</li> <li>■ Codification: planning and advancement of the project</li> </ul>

**Eurovoc Steering Committee**

<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Publications Office
<i>Chair</i>	Vacant A new president should be appointed
<i>Terms of reference (summary description)</i>	Steering committee for the development and operation of the multilingual Eurovoc thesaurus
<i>Date of first meeting</i>	12.10.1999
<i>Frequency of meetings</i>	once a year
<i>Number of meetings in 2008</i>	—
<i>Main subjects treated in 2008</i>	Version 4.3 was submitted to Eurovoc Steering Committee in November 2008 (written procedure)



**Eurovoc Maintenance Committee**

<i>Participating institutions</i>	Same as 'Eurovoc Steering Committee'
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> Andrea Bartolini (Publications Office)</li> <li>■ <i>Tel.:</i> +352 292942768</li> <li>■ <i>Mail:</i> andrea.bartolini@publications.europa.eu</li> </ul>
<i>Terms of reference (summary description)</i>	Execution of development and maintenance work
<i>Date of first meeting</i>	1.10.2000
<i>Frequency of meetings</i>	twice a year
<i>Number of meetings in 2008</i>	—
<i>Main subjects treated in 2008</i>	Version 4.3 was submitted to Eurovoc Steering Committee in November 2008 (written procedure)

**Interinstitutional Directory Drafting Committee**

<i>Participating institutions</i>	Institutions which publish their organisation charts in the Official Directory of the European Union
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> John Young (Publications Office)</li> <li>■ <i>Tel.:</i> +352 292944399</li> <li>■ <i>Mail:</i> john.young@publications.europa.eu</li> </ul>
<i>Terms of reference (summary description)</i>	Editorial committee for the operation of the Official Directory of the European Union (paper and internet editions)
<i>Date of first meeting</i>	1994
<i>Frequency of meetings</i>	1-2 times per year
<i>Number of meetings in 2008</i>	1
<i>Main subjects treated in 2008</i>	<ul style="list-style-type: none"> <li>■ Timetable for the 2009 edition</li> <li>■ New projects: Personal Digital Assistant (PDA) and development of a new updating interface</li> <li>■ Marketing activities</li> <li>■ Work programme 2008-2009</li> </ul>

**Comité de pilotage SEI-BUD**

<i>Participating institutions</i>	Parliament, Council, Commission, Publications Office
<i>Terms of reference</i>	<p>The Committee defines the development strategy of SEI-BUD (Système editorial informatisé pour les documents budgétaires) and controls its set-up.</p> <p>The Committee is assisted by a Technical Interinstitutional Committee (see below).</p>
<i>Date of first meeting</i>	1997
<i>Number of meetings in 2008</i>	—

**Comité technique interinstitutionnel SEI-BUD**

<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Economic and Social Committee, Committee of the Regions, European Ombudsman, European data-protection Supervisor
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> Friedrich Döll</li> <li>■ <i>Tel.:</i> +352 292942050</li> <li>■ <i>Mail:</i> friedrich.doell@publications.europa.eu</li> </ul>
<i>Terms of reference (summary description)</i>	The Committee coordinates and plans the budgetary publications and it coordinates the development of the common tools (SEI-BUD, SEI-AMD and SEI-CR) for preparing, managing and sharing the text and figures between institutions.
<i>Date of first meeting</i>	1997
<i>Frequency of meetings</i>	4 times a year
<i>Number of meetings in 2008</i>	4
<i>Main subjects treated in 2008</i>	<ul style="list-style-type: none"> <li>■ Planning of the publication of the budget 2009 in all its phases,</li> <li>■ Planning and surveying the development of the tools to publish and manage the budgetary text and figures — SEI-BUD/SEI-AMD/SEI-CR</li> </ul>

**Interinstitutional Style Guide Steering Committee**

<i>Participating institutions</i>	All institutions represented in the Management Committee
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> Bernard Lahure (Publications Office)</li> <li>■ <i>Tel.:</i> +352 292942378</li> <li>■ <i>Mail:</i> bernard.lahure@publications.europa.eu</li> </ul>
<i>Terms of reference (summary description)</i>	<p>Steering Committee (composed mainly by jurist-linguists and translation services of the institutions): coordination in order to create and maintain the Style Guide in all official languages</p> <ul style="list-style-type: none"> <li>■ + 23 linguistic subgroups (2 created in 2007 for Romanian, Bulgarian and 1 in 2008 for Gaelic)</li> <li>■ + working group 'Currencies, countries, languages'</li> </ul>
<i>Date of first meeting</i>	February 1992
<i>Frequency of meetings</i>	Variable — Most of the work is done by written procedure; occasional meetings when necessary
<i>Number of meetings in 2008</i>	First meetings of new Romanian, Bulgarian and Gaelic subgroups, several meetings in other language subgroups
<i>Main subjects treated in 2008</i>	Website enlarged to 22 official languages (except GA) (Parts OJ and IV (linguistic rules) + various key annexes available), update of the telephone /address presentation rules in all languages

**Interinstitutional Committee 'Publications multimédia — Outils et méthodes'**

<i>Participating institutions</i>	All institutions represented in the Management Committee
<i>Chair</i>	<ul style="list-style-type: none"> <li>■ <i>Name:</i> Dietmar Braun (Publications Office)</li> <li>■ <i>Tel.:</i> +352 292942174</li> <li>■ <i>Mail:</i> dietmar.braun@publications.europa.eu</li> </ul>
<i>Terms of reference (summary description)</i>	<p>Drafting of recommendations concerning the development of tools and methods; drafting and updating of the 'Vade-mecum de la publication multimédia'</p> <p>The Committee's terms of reference and organisation will be reviewed during 2009</p>
<i>Date of first meeting</i>	1999
<i>Frequency of meetings</i>	2-3 times per year
<i>Number of meetings in 2008</i>	—

Contact: A. Bartolini [tel.: +352 292942768]

# Annex III

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**Table 1 Official Journal: number of pages per series during the period 1999 to 2008 (all linguistic versions together)**

Series	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
OJL	227 876	240 520	226 339	262 582	253 100	388 286	409 827	574 016	471 769	654 009
OJC	230 811	225 602	313 406	331 336	303 964	371 204	325 610 <sup>(1)</sup>	377 207	484 313 <sup>(2)</sup>	526 399
of which OJCE	2 500	38 258	94 941	166 947	135 245	196 127	93 755	132 331	184 684	202 300
CPVO	878	957	1 036	1 428	1 380	2 014	1 526	(*)	(*)	
OHIM	66 768	71 601	87 928	68 116	73 449	1 852	1 505	(*)	(*)	
Other budgetary documents	37 620	40 634	41 261	41 800 <sup>(3)</sup>	50 996	49 566	90 127	93 512	83 986 <sup>(4)</sup>	86 014 <sup>(5)</sup>
<b>Total</b>	<b>563 953</b>	<b>579 314</b>	<b>669 970</b>	<b>705 262</b>	<b>682 889</b>	<b>812 922</b>	<b>828 595</b>	<b>1 044 735</b>	<b>1 040 068</b>	<b>1 266 422</b>

(\*) Production transferred to Cross-media Publishing Unit and therefore not included in 2007 figures (see B.II.5.2).

<sup>(1)</sup> Including four issues of 2004 actually published in 2005 for the European Parliament.

<sup>(2)</sup> Including issues of OJC and OJCE committed in 2006 and published in 2007 for a total of 161 421 pages.

<sup>(3)</sup> Plus publication in ABB format in German, English and French (1 324 pages per language).

<sup>(4)</sup> This figure includes 5 138 pages of the 'Documents de travail' and 'Teletabs' produced via contract 6302-lot 6: for this work the contractor deals directly with DG Budget.

<sup>(5)</sup> This figure includes 4 580 pages of 'Documents de travail' and 'Teletabs' produced via contract 6302-lot 6: for this work the contractor deals directly with DG Budget.

**Table 2 Official Journal: main figures**

Series	2007			2008		
	Number of issues	Pages/issue/language	Pages	Number of issues	Pages/issue/language	Pages
OJL	356 <sup>(1)</sup>	58	471 769	369 <sup>(2)</sup>	77	654 009
OJC	404 <sup>(3)</sup>	52	484 313 <sup>(3)</sup>	473 <sup>(4)</sup>	48	526 399
of which OJCE	16 <sup>(5)</sup>	502	184 684	43	205	202 300
Other budgetary documents			5 138			5 054
PDB	1	2 004	44 088	1	2 056	45 232
DB	1	1 580	34 760	1	1 624	35 728
<b>Total</b>	<b>762</b>		<b>1 040 068</b>	<b>844</b>		<b>1 266 422</b>

<sup>(1)</sup> Including 6 volumes of the Special Edition in Maltese.

<sup>(2)</sup> Including 15 volumes of the OJ Special Edition in Maltese.

<sup>(3)</sup> Including all the C series (C, CA, CE). Also including issues of OJC and OJCE ordered in 2006 and delivered in 2007 for a total of 161 421 pages.

<sup>(4)</sup> Including all the C series (C, CA, CE).

<sup>(5)</sup> Including all the issues of OJCE ordered in 2006 and delivered in 2007.

**L and C series (842 issues)**

Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2008	Total 2007	Difference	Relative difference in %
Parliament	8 449	5 925	59 450	16 818	10 857	23 112	42 383	18 785	4 125	29 838	23 689	39 099	282 528	256 247	26 281	+10.26
Council	7 708	11 918	13 556	9 031	17 052	26 557	11 860	18 417	2 331	55 052	15 141	45 341	233 962	154 336	79 626	+51.59
Commission	42 130	30 519	63 822	40 863	61 165	44 280	33 559	34 752	45 026	70 728	52 430	48 784	568 057	438 346	129 711	+29.59
Court of Justice	2 137	2 201	2 905	2 244	1 783	1 540	1 958	3 852	946	1 606	3 102	2 574	26 848	24 416	2 432	+9.96
European Economic and Social Committee	2 599	2 794	—	—	2 200	3 322	—	7 789	—	—	—	—	18 704	13 433	5 271	+39.24
Court of Auditors	1 562	—	—	946	—	352	770	23	22	28	6 710	4 356	14 769	14 489	280	+1.93
Committee of the Regions	—	946	—	1 100	—	—	1 518	66	—	1 804	—	2 068	7 502	7 043	459	+6.52
Others <sup>(1)</sup>	8 238	2 862	734	4 310	1 573	1 369	1 113	154	1 323	2 990	1 109	2 264	28 039	47 772	-19 733	-41.31
<b>Total</b>	<b>72 823</b>	<b>57 165</b>	<b>140 467</b>	<b>75 311</b>	<b>94 629</b>	<b>100 532</b>	<b>93 160</b>	<b>83 837</b>	<b>53 773</b>	<b>162 046</b>	<b>102 181</b>	<b>144 485</b>	<b>1 180 408</b>	<b>956 082<sup>(2)</sup></b>	<b>224 326</b>	<b>+23.46</b>

<sup>(1)</sup> Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office not included.

<sup>(2)</sup> Pages of OJ/C and of OJ/E editions ordered in 2006 and delivered in 2007 for a total of 161 421 pages.

**L series (369 issues of which 354 OJL and 15 OJLM)<sup>(1)</sup>**

Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2008	Total 2007	Difference	Relative difference in %
Parliament	2 765	909	27 440	1 022	374	3 543	7 777	5 189	517	468	3 581	18 287	71 900	65 360	6 540	+10.1
Council	7 312	9 861	10 871	7 167	4 120	25 875	9 698	17 471	2 199	52 537	6 283	43 303	196 695	119 784	76 911	+64.21
Commission	29 762	18 058	51 131	27 265	39 226	27 263	21 533	19 572	33 256	39 086	25 237	37 718	369 106	246 926	122 180	+49.48
Court of Justice	69	—	463	—	—	—	44	—	—	—	—	—	576	1 140	-564	-49.47
European Economic and Social Committee	—	—	—	—	—	—	—	—	—	—	—	—	—	441	-441	-100.00
Court of Auditors	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Committee of the Regions	—	—	—	—	—	—	—	—	—	—	—	—	—	374	-374	-100.00
Others <sup>(2)</sup>	7 613	1 034	352	2 420	198	—	550	—	770	506	266	2 024	15 733	37 744	-22 011	-58.32
<b>Total</b>	<b>47 551</b>	<b>29 862</b>	<b>90 257</b>	<b>37 873</b>	<b>43 917</b>	<b>56 681</b>	<b>39 601</b>	<b>42 231</b>	<b>36 742</b>	<b>92 597</b>	<b>35 367</b>	<b>101 331</b>	<b>654 009</b>	<b>471 769</b>	<b>182 240</b>	<b>+38.63</b>

<sup>(1)</sup> Including 15 volumes of the Special Edition in Maltese (OJLM = Maltese).

<sup>(2)</sup> Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office not included.

**Table 3**  
Official Journal:  
pages produced,  
by institution

**Table 3 (continued)**  
**Official Journal:**  
**pages produced,**  
**by institution**

<b>C series (473 issues, including 99 C A and 43 C E series)</b>																	
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2008	Total 2007 <sup>(1)</sup>	Difference	Relative difference in %	
Parliament	5 654	5 016	32 010	15 796	10 483	19 569	34 606	13 596	3 608	29 370	20 108	20 812	210 628	190 887	19 741	+10.34	
Council	396	2 057	2 685	1 864	12 932	682	2 162	946	132	2 515	8 858	2 038	37 267	34 552	2 715	+7.86	
Commission	12 368	12 461	12 691	13 598	21 939	17 017	12 026	15 180	11 770	31 642	27 193	11 066	198 951	191 420	7 531	+3.93	
Court of Justice	2 068	2 201	2 442	2 244	1 783	1 540	1 914	3 852	946	1 606	3 102	2 574	26 272	23 276	2 996	+12.87	
European Economic and Social Committee	2 599	2 794	—	—	2 200	3 322	—	7 789	—	—	—	—	18 704	12 992	5 712	+43.97	
Court of Auditors	1 562	—	—	946	—	352	770	23	22	28	6 710	4 356	14 769	14 489	280	+1.93	
Committee of the Regions	—	946	—	1 100	—	—	1 518	66	—	1 804	—	2 068	7 502	6 669	833	+12.49	
Others <sup>(1)</sup>	625	1 828	382	1 890	1 375	1 369	563	154	553	2 484	843	240	12 306	10 028	2 278	+22.72	
<b>Total<sup>(2)</sup></b>	<b>25 272</b>	<b>27 303</b>	<b>50 210</b>	<b>37 438</b>	<b>50 712</b>	<b>43 851</b>	<b>53 559</b>	<b>41 606</b>	<b>17 031</b>	<b>69 449</b>	<b>66 814</b>	<b>43 154</b>	<b>526 399</b>	<b>484 313</b>	<b>42 086</b>	<b>+8.69</b>	
<i>(1) Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office not included.</i>																	
<i>(2) Including pages of OJ C editions and of OJ C E editions ordered in 2006 and delivered in 2007 for a total of 161 421 pages.</i>																	
<b>Electronic C series (43 issues)<sup>(1)</sup></b>																	
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2008	Total 2007	Difference	Relative difference in %	
Parliament	5 456	—	30 998	15 796	10 230	18 150	29 810	13 596	3 586	27 566	15 224	20 548	190 960	172 188	18 772	+10.9	
Council	—	460	1 012	280	3 793	—	1 712	902	—	2 163	322	696	11 430	12 496	-1 156	-9.25	
Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Court of Justice	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
European Economic and Social Committee	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Court of Auditors	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Committee of the Regions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Others <sup>(1)</sup>	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
<b>Total<sup>(2)</sup></b>	<b>5 456</b>	<b>460</b>	<b>32 010</b>	<b>16 076</b>	<b>14 023</b>	<b>18 150</b>	<b>31 522</b>	<b>14 498</b>	<b>3 586</b>	<b>29 729</b>	<b>15 546</b>	<b>21 244</b>	<b>202 300</b>	<b>184 684</b>	<b>17 616</b>	<b>+9.54</b>	

*(1) Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office not included.*

*(2) Note that the production 2007 of OJ C E includes issues ordered in 2006 and delivered in 2007 for a total of 161 421 pages. These pages are committed and paid in 2006 budget.*

**Table 4 Public procurement notices published in 2008**

	Works	Supplies	Services	Utilities	Total (*)
<i>EU institutions and other bodies/ International organisations</i>	<b>477</b>	<b>1 507</b>	<b>4 220</b>	<b>8</b>	<b>6 132</b>
<b>Member States</b>					
Belgium	1 385	2 772	3 247	1 012	<b>8 432</b>
Czech Republic	639	2 153	3 435	694	<b>6 936</b>
Denmark	337	1 239	2 039	674	<b>4 290</b>
Germany	15 432	9 029	9 255	3 230	<b>37 009</b>
Estonia	80	541	675	167	<b>1 464</b>
Ireland	317	979	1 427	397	<b>3 121</b>
Greece	370	3 248	2 140	524	<b>6 283</b>
Spain	3 036	7 517	11 421	2 758	<b>24 745</b>
France	13 660	26 291	39 448	4 994	<b>84 408</b>
Italy	1 656	6 247	10 707	2 424	<b>21 038</b>
Cyprus	92	596	403	63	<b>1 155</b>
Latvia	228	950	990	281	<b>2 450</b>
Lithuania	171	1 922	1 603	374	<b>4 072</b>
Luxembourg	440	139	137	93	<b>828</b>
Hungary	616	1 759	2 353	613	<b>5 344</b>
Malta	6	158	44	40	<b>249</b>
Netherlands	1 240	2 453	4 811	521	<b>9 042</b>
Austria	2 671	1 212	1 656	1 084	<b>6 626</b>
Poland	1 647	13 847	12 490	3 936	<b>31 921</b>
Portugal	526	959	1 075	427	<b>2 990</b>
Slovenia	280	1 818	1 120	282	<b>3 500</b>
Slovakia	137	849	770	412	<b>2 173</b>
Finland	484	2 213	2 519	505	<b>5 723</b>
Sweden	883	2 873	3 395	743	<b>7 895</b>
United Kingdom	2 305	8 431	14 119	1 298	<b>26 170</b>
<b>Total</b>	<b>51 537</b>	<b>111 829</b>	<b>139 110</b>	<b>30 497</b>	<b>333 207</b>
Acceding countries	—	—	—	—	—
Candidate countries	48	52	53	3	<b>164</b>
European Economic Area countries	1 006	1 941	2 306	415	<b>5 677</b>
Government Procurement Agreement countries	188	257	378	46	<b>879</b>
Other	14	34	37	2	<b>88</b>
<b>Grand total</b>	<b>52 014</b>	<b>113 336</b>	<b>143 330</b>	<b>30 505</b>	<b>339 519</b>

(\*) Number of supplementary information, corrigenda and miscellaneous information notices are added directly to totals of countries of origin.

**Table 5 Publications: principal production indicators**

	2007	2008	Change (%)
Publications	6 107	8 446	+38.30
Non camera-ready pages	374 622	522 044	+39.35
Camera-ready pages	154 364	176 006	+14.02
Pages produced	528 986	698 050	+31.96



**Table 6 Publications: production, by institution**

Institution/agency	Non camera-ready pages			Camera-ready pages		
	2007	2008	Change (%)	2007	2008	Change (%)
European Parliament	907	4 534	+399.89	7 658	11 896	+55.34
Council	2 259	2 033	-10.00	6 897	1 959	-71.60
Commission	38 405	69 575	+81.16	102 059	121 390	+18.94
Court of Justice	328 554	432 745	+31.71	12 075	12 276	+1.66
Court of Auditors	—	2 236	—	779	2 953	+279.08
Committee of the Regions	1 026	1 646	+60.43	2 432	1 244	-48.85
European Investment Bank	4	—	-100.00	92	32	-65.22
Decentralised agencies	3 461	9 097	+162.84	19 004	20 374	+7.21
Publications Office	1	—	-100.00	3 147	288	-90.85
Other	5	178	+3 460.00	221	3 594	+1 526.24
<b>Total</b>	<b>374 622</b>	<b>522 044</b>	<b>+39.35</b>	<b>154 364</b>	<b>176 006</b>	<b>+14.02</b>

**Table 7 Publications: number of proofread pages, by language**

Language	2007	2008	Change (%)
BG	4 843	13 769	184.31
ES	35 816	33 171	-7.38
CS	23 876	33 961	42.24
DA	21 968	28 895	31.53
DE	33 214	33 192	-0.07
ET	20 389	25 681	25.96
EL	43 951	24 912	-43.32
EN	36 436	70 784	94.27
FR	36 646	41 546	13.37
GA	343	291	-15.16
IT	44 991	29 999	-33.32
LV	26 011	38 257	47.08
LT	24 791	47 237	90.54
HU	23 123	41 974	81.52
MT	5 986	11 946	99.57
NL	29 568	27 185	-8.06
PL	20 500	39 899	94.63
PT	30 125	25 554	-15.17
RO	4 336	17 494	303.46
SK	24 408	42 791	75.32
SL	15 738	23 391	48.63
FI	20 573	26 608	29.33
SV	27 114	20 600	-24.02
Others	852	1 202	41.08
Multilingual (*)	2 284	2 763	20.97
<b>Total</b>	<b>557 882</b>	<b>703 102</b>	<b>26.03</b>

(\*) Publications with more than one language on a page.

**Table 8** Documentary units loaded into EUR-Lex

Sector	2004	2005	2006	2007	2008	Cumulative at 31 December 2008
Treaties	—	781	3	505	742	7 228
Secondary legislation	3 421	3 559	3 402	3 113	3 306	113 364
Consolidated texts	n.a.	3 225	765	1 071	811	11 390
Complementary law	18	21	29	32	38	1 110
External Relations	185	413	363	280	360	7 518
Preparatory Acts Commission	1 411	1 762	2 144	2 488	2 384	30 547
Preparatory Acts Council	60	68	56	26	61	2 025
Preparatory Acts Parliament	1 176	913	290	415	324	17 167
Economic and Social Committee	208	153	181	175	214	1 915
Committee of the Regions	142	72	73	46	62	939
Court of Justice	757	724	807	1 152	3 135 <sup>(1)</sup>	35 050
Court of Auditors	24	44	42	35	48	710
European Central Bank	13	16	15	13	36	396
National implementing measures	122	—	29	3	113	3 160
Parliamentary questions	1 087	2 816	—	573	—	110 659
EFTA	20	68	95	71	81	802
OJ C Information and Notices	1 023	3 825	3 290	3 891	3 681	44 928
Agencies etc.	65	96	77	100	153	1 909
Corrigenda	555	425	532	677	506	11 402
<b>Total</b>	<b>10 287</b>	<b>18 981</b>	<b>12 193</b>	<b>14 666</b>	<b>13 265</b>	<b>390 817</b>

<sup>(1)</sup> This figure includes the announcements on Court proceedings published in the Official Journal C series.

**Table 9** Bibliographical and juridical notices

	2004	2005	2006	2007	2008
Official Journal notices	6 502	14 886	8 335	8 631	8 411
COM notices	764	746	818	852	1 081
EUR-Lex notices	10 287	18 981	12 193	14 666	13 265
Publications notices	4 385	3 289	5 778	10 559	10 174
Old catalogue notices	n.a.	n.a.	50 500	9 362	n.a.
Studies	n.a.	n.a.	875	n.a.	n.a.
<b>Total</b>	<b>21 938</b>	<b>37 822</b>	<b>78 499</b>	<b>44 070</b>	<b>32 931</b>

**Table 10** Mailing list management

	2005	2006	2007	2008	Change (%) 2008/2007
Number of addresses on 31 December	714 908	784 923	804 371	679 835	-15.5
Number of subscriptions on 31 December	1 038 457	1 192 972	1 051 199	882 756	-16.0
Mailing lists on 31 December	854	854	842	853	1.3
Subscriptions created manually	114 321	259 767	76 312	66 942	-12.3
Subscriptions registered automatically	91 297	206 647	161 455	217 508	34.7
Deleted addresses	551 000	161 267	188 812	394 253	108.8

**Table 11 Subscriptions to Official Journal L&C series (paper, CD-ROM), by language**

Language	Subscriptions to OJ L&C series (paper)					Subscriptions to OJ L&C series (CD-ROM)				
	2005	2006	2007	2008	Change (%) 2008/2007	2005	2006	2007	2008	Change (%) 2008/2007
BG	—	—	9	4	-55.56	—	—	3	3	0.00
ES	558	460	362	252	-30.39	141	120	111	88	-20.72
CS	84	66	52	39	-25.00	46	55	85	135	58.82
DA	102	69	58	36	-37.93	26	20	18	17	-5.56
DE	702	571	496	366	-26.21	229	197	156	125	-19.87
ET	3	3	3	2	-33.33	1	1	1	—	-100.00
EL	57	41	31	4	-87.10	39	36	37	29	-21.62
EN	526	417	327	220	-32.72	190	135	110	83	-24.55
FR	740	604	447	215	-51.90	206	173	135	102	-24.44
IT	590	449	347	206	-40.63	173	149	122	99	-18.85
LV	5	3	2	1	-50.00	1	1	—	—	0.00
LT	8	8	7	2	-71.43	2	3	2	1	-50.00
HU	52	44	35	20	-42.86	21	10	7	5	-28.57
NL	236	201	159	81	-49.06	36	32	23	12	-47.83
PL	63	60	41	25	-39.02	44	44	35	29	-17.14
PT	175	144	96	65	-32.29	121	105	69	50	-27.54
RO	—	—	11	4	-63.64	—	—	9	7	-22.22
SK	35	38	27	15	-44.44	231	140	117	91	-22.22
SL	64	41	33	10	-69.70	31	19	20	15	-25.00
FI	54	52	39	27	-30.77	12	8	3	4	33.33
SV	53	44	37	32	-13.51	15	11	8	6	-25.00
<b>Total</b>	<b>4 107</b>	<b>3 315</b>	<b>2 619</b>	<b>1 626</b>	<b>-37.92</b>	<b>1 565</b>	<b>1 259</b>	<b>1 071</b>	<b>901</b>	<b>-15.87</b>

**Table 12 Subscriptions to Official Journal S series (CD-ROM)**

Language	2005	2006	2007	2008	Change (%) 2008/2007
BG	—	—	1	—	-100.00
ES	83	73	63	53	-15.87
CS	9	5	4	3	-25.00
DA	103	72	54	44	-18.52
DE	1 152	913	754	648	-14.06
ET	1	1	—	—	—
EL	10	6	7	6	-14.29
EN	555	394	277	229	-17.33
FR	507	357	258	197	-23.64
IT	158	112	92	74	-19.57
LV	—	—	—	—	—
LT	—	—	—	—	—
HU	16	6	4	1	-75.00
NL	177	128	96	74	-22.92
PL	7	2	1	2	100.00
PT	44	47	40	26	-35.00
RO	—	—	3	3	—
SK	5	4	3	3	—
SL	4	2	4	1	-75.00
FI	1	2	2	—	-100.00
SV	4	4	2	1	-50.00
<b>Total</b>	<b>2 836</b>	<b>2 128</b>	<b>1 665</b>	<b>1 365</b>	<b>-18.02</b>

**Table 13 Subscriptions to periodicals other than the Official Journal**

Title	2007	2008	Change (%) 2008/2007
<b>European Parliament</b>			
Debates (CD-ROM)	30	Cancelled in 2008	
<b>Total</b>	<b>30</b>		
<b>Commission</b>			
<i>a) General publications</i>			
European Economy	774	674	-12.92
<i>Total general publications</i>	<i>774</i>	<i>674</i>	<i>-12.92</i>
<i>b) Eurostat publications</i>			
Statistics in focus	87	53	-39.08
Eurostatistics	299	264	-11.71
External and intra-EU Trade - Monthly Statistics	140	117	-16.43
Economic Data Pocket Book	Cancelled in 2007		
Global subscriptions (4 subscription formulas)	Cancelled in 2007		
<i>Total Eurostat publications</i>	<i>526</i>	<i>434</i>	<i>-17.49</i>
<b>Total Commission publications</b>	<b>1 300</b>	<b>1 108</b>	<b>-14.77</b>
<i>c) COM Documents</i>			
paper edition	88	75	-14.77
<i>Total</i>	<i>88</i>	<i>75</i>	<i>-14.77</i>
<b>Court of Justice</b>			
Staff Cases	15	12	-20.00
Report of Cases + Staff Cases	216	204	-5.56
Report of Cases	858	748	-12.82
<b>Total</b>	<b>1 089</b>	<b>964</b>	<b>-11.48</b>
<b>Agencies</b>			
Cedefop — Vocational Training Bulletin	1 369	766	-44.05
Community Plant Variety Office Official Gazette	276	259	-6.16
OHIM Official Journal	Cancelled in 2007		
<b>Total</b>	<b>1 645</b>	<b>1 025</b>	<b>-37.69</b>
<b>Grand total</b>	<b>4 152</b>	<b>3 172</b>	<b>-23.60</b>

**Table 14 Invoicing: offline products (CD-ROM)**

Title	2007 (euro)	2008 (euro)	Change (%) 2008/2007
OJ S CD-ROM			
subscriptions 2 editions per week	413 532	340 410.00	-17.68
individual sales	18	7.20	-60.00
<b>Total OJ S CD-ROM</b>	<b>413 550</b>	<b>340 417.20</b>	<b>-17.68</b>
OJ L&C CD-ROM			
subscriptions	375 200	316 400.00	-15.67
individual sales	1 230	5 130.00	317.07
<b>Total OJ L&amp;C CD-ROM</b>	<b>376 430</b>	<b>321 530.00</b>	<b>-14.58</b>
COMEXT CD-ROM			
<b>Total COMEXT</b>	<b>22 952</b>	<b>17 493.00</b>	<b>-23.78</b>
Other CD-ROMs and combined products: Eurostat CDs, Combined nomenclature, TARIC, Statistical Yearbook, Europe in Figures, Panorama of EU industry, IUCLID, DG Budget CDs, The EU soil database, The Parliament CDs & ECICS			
<b>Total Other</b>	<b>13 440</b>	<b>2 576.00</b>	<b>-80.83</b>
<b>Total</b>	<b>826 372</b>	<b>682 016.20</b>	<b>-17.47</b>

**Table 15 Invoicing: database licences**

	2007 (euro)	2008 (euro)	Change (%) 2008/2007
EUR-Lex	310 625	238 000.00	-23.38
TED	323 142	388 749.70	20.30
<b>Total</b>	<b>633 767</b>	<b>626 749.70</b>	<b>-1.11</b>

**Table 16 Number of licence contracts at 31 December 2008**

	2004	2005	2006	2007	2008	Change (%) 2007/2006
EUR-Lex	26	21	23	25	22	-12.00
TED	108	96	113	117	122	4.30
<b>Total</b>	<b>134</b>	<b>117</b>	<b>136</b>	<b>142</b>	<b>144</b>	<b>1.40</b>

**Table 17 Sales revenue collected***(in euro)*

Authorising institution	Official Journal <sup>(1)</sup>	Other periodicals	Multimedia products	Other publications	Databases	Various	Total
Parliament	463 343	703	339	5 866	—	127	<b>470 379</b>
Council	485 631	737	32	1 715	—	125	<b>488 239</b>
Commission <sup>(2)</sup>	—	165 908	40 003	93 997	—	10	<b>299 918</b>
Court of Justice	49 929	205 734	4	6 084	—	18	<b>261 768</b>
Court of Auditors	38 199	57	3	178	—	18	<b>38 454</b>
Economic and Social Committee	57 652	87	4	183	—	16	<b>57 942</b>
Committee of the Regions	16 180	24	1	649	—	5	<b>16 860</b>
Agencies	—	35 413	54	8 759	—	76	<b>44 302</b>
Publications Office <sup>(3)</sup>	1 477 948	1 715	240	30 881	768 688	190	<b>2 279 662</b>
<b>Total</b>	<b>2 588 882</b>	<b>410 380</b>	<b>40 679</b>	<b>148 312</b>	<b>768 688</b>	<b>584</b>	<b>3 957 525</b>

<sup>(1)</sup> Official Journal on all type of media.<sup>(2)</sup> Except the Publications Office.<sup>(3)</sup> Including the OJ L&C and the OJ S.**Table 18 Commercial invoicing, by product category***(in euro)*

Product	2005	2006	2007	2008	Change (%) 2008/2007
Official Journal	4 608 741.70	3 928 881.38	3 083 416.00	2 520 909.00	-18.24
Other periodicals	1 298 480.08	606 278.97	461 708.00	550 282.00	19.18
<i>Total Periodicals</i>	<i>5 907 221.78</i>	<i>4 531 160.35</i>	<i>3 545 124.00</i>	<i>3 071 191.00</i>	<i>-13.37</i>
<i>Monographs</i>					
Books	173 627.00	122 433.24	168 218.17	129 632.12	-22.94
Special order <sup>(1)</sup>	1 223 150.00	-359 750.00	—	—	—
Others <sup>(2)</sup>	—	—	48 931.33	63 177.38	29.11
Database licences	674 143.60	836 236.00	633 767.00	626 749.70	-1.11
Datashops	293 083.23	—	—	—	—
Various	85 258.89	45 580.54	53 775.03	3 701.13	-93.12
<b>Total</b>	<b>8 356 484.50</b>	<b>5 179 660.13</b>	<b>4 449 815.53</b>	<b>3 894 451.33</b>	<b>-12.48</b>

<sup>(1)</sup> The 2005 monograph sales figure included a special order of 1 223 150 euro (Polish Secondary Legislation on CD-ROM). Without this special order the common monograph sales in 2005 amounted to 173 627 euro. In January 2006, a credit note of 359 750 euro was issued. The final net value of the special order is 863 400 euro.<sup>(2)</sup> Sales of single periodicals including single issues of the OJ. In the 2006 Annual Management Report single periodicals were included either under 'Official Journal' or 'Other periodicals'.

**Table 19 Helpdesk: requests received, by theme**

	2006	2007	2008	Change (%) 2008/2007
Legislation	4 753	4 230	5 094	20.4
Public procurement	30 885	35 719	32 882	-7.9
General information	4 298	3 065	2 795	-8.8
Document delivery	2 686	4 339	3 449	-20.5
EU Bookshop	2 685	12 605	14 165	12.4
CORDIS	4 970	5 685	3 144	-44.7
Other	107	269	192	-28.6
<b>Total</b>	<b>50 384</b>	<b>65 912</b>	<b>61 721</b>	<b>-6.4</b>

**Table 20 Helpdesk: the 10 most frequently asked questions**

Type of question	Number of questions
1 Search on EU Bookshop publications	12 720
2 Search of a notice published in TED	9 738
3 Modification or cancelling a notice for publication on SIMAP	4 352
4 Orders Doc-Delivery	3 358
5 General request about TED	2 337
6 Utilisation with MyTED module	2 088
7 Question about SIMAP forms	1 659
8 Helpdesk Compliments for TED	1 590
9 Technical problem of access for SIMAP	1 379
10 Information about OPOCE	1 105

# Financial and administrative management

Tables 21 to 24 are reproduced as is from accounting documents supplied by Commission's DG Budget.

Item	Heading	Fund Source <sup>(1)</sup>	Commitment appropriations	Budget changes	Total Commitment appropriations	Executed Commitment appropriations	% Committed
			<b>1</b>	<b>2</b>	<b>3=1+2</b>	<b>4</b>	<b>5=4/3</b>
02 04 04 02	Completion of the sixth Community Framework Program (2003 to 2006) <sup>(2)</sup>	C4	126 100.01	—	126 100.01	—	—
		C5	100 661.45	—	100 661.45	—	—
	<b>Total</b>		<b>226 761.46</b>	—	<b>226 761.46</b>	—	—
26 01 09 01	Publications Office	C1	78 421 000.00	-281 000.00	78 140 000.00	77 841 767.23	99.62
		C4	10 542 342.22	—	10 542 342.22	3 474 246.77	32.96
		C5	5 746 225.30	—	5 746 225.30	5 746 225.30	100.00
	<b>Total</b>		<b>94 709 567.52</b>	<b>-281 000.00</b>	<b>94 428 567.52</b>	<b>87 062 239.30</b>	<b>92.20</b>
26 01 10 01	Consolidation of Community law	C1	3 000 000.00	<sup>(3)</sup>	3 000 000.00	1 931 158.99	64.37
	<b>Total</b>		<b>3 000 000.00</b>	—	<b>3 000 000.00</b>	<b>1 931 158.99</b>	<b>64.37</b>
26 01 11 01	Official Journal of the European Union	C1	20 000 000.00	<sup>(4)</sup>	20 000 000.00	17 410 237.89	87.05
		C4	1 636 583.62	—	1 636 583.62	—	—
		C5	2 602 172.74	—	2 602 172.74	2 602 172.74	100.00
	<b>Total</b>		<b>24 238 756.36</b>	—	<b>24 238 756.36</b>	<b>20 012 410.63</b>	<b>82.56</b>
26 02 01	Procedures for awarding and advertising public supply, works and service contracts	C1	24 400 000.00	-6 400 000.00 <sup>(5)</sup>	18 000 000.00	14 238 486.51	79.10
		C4	907 585.30	—	907 585.30	33 725.20	3.72
		C5	70 200.14	—	70 200.14	69 258.30	98.66
	<b>Total</b>		<b>25 377 785.44</b>	<b>-6 400 000.00</b>	<b>18 977 785.44</b>	<b>14 341 470.01</b>	<b>75.57</b>
	<b>Total</b>		<b>147 552 870.78</b>	<b>-6 681 000.00</b>	<b>140 871 870.78</b>	<b>123 347 278.93</b>	<b>87.56</b>

<sup>(1)</sup> C1 = Budget of the year, C4 = Assigned revenue of the year, can be carried over, C5 = Assigned revenue, carried over from 2007.

<sup>(2)</sup> The legal base being no longer in force, no commitment was made.

<sup>(3)</sup> An amount of EUR 1 million was declared as surplus to the European Commission but was not in fact reallocated.

<sup>(4)</sup> An amount of EUR 2 million was declared as surplus to the European Commission but was not in fact reallocated.

<sup>(5)</sup> The financing decision only foresees the allocation of EUR 18 million. The initial surplus of EUR 6.4 million was reallocated. A further EUR 3 million was declared as surplus to the European Commission but was not in fact reallocated.

**Table 21**  
**Outturn of commitment appropriations on 31 December 2008 by budget line and fund source**



**Table 22**  
**Outturn of**  
**payment**  
**appropriations on**  
**31 December 2008**  
**by budget line and**  
**fund source**

Item	Heading	Fund Source (1)	Payment appropriations	Budget changes	Total Payment appropriations	Executed Payment appropriations	% Paid
			<b>1</b>	<b>2</b>	<b>3=1+2</b>	<b>4</b>	<b>5=4/3</b>
02.04.04.02	Completion of the sixth Community Framework Program (2003 to 2006) (2)	C1	5 631 450.00	—	5 631 450.00	5 621 285.15	99.82
		C4	126 100.01	—	126 100.01	—	—
		C5	100 661.45	—	100 661.45	98 311.80	97.67
		<b>Total</b>	<b>5 858 211.46</b>	<b>—</b>	<b>5 858 211.46</b>	<b>5 719 596.95</b>	<b>97.63</b>
26.01.09.01	Publications Office	C1	78 421 000.00	-281 000.00	78 140 000.00	70 140 968.18	89.76
		C4	10 542 342.22	—	10 542 342.22	1 202 715.25	11.41
		C5	5 746 225.30	—	5 746 225.30	4 868 466.06	84.72
		C8	14 048 450.94	—	14 048 450.94	10 789 415.49	76.80
		<b>Total</b>	<b>108 758 018.46</b>	<b>-281 000.00</b>	<b>108 477 018.46</b>	<b>87 001 564.98</b>	<b>80.20</b>
26.01.10.01	Consolidation of Community law	C1	3 000 000.00	(3)	3 000 000.00	1 291 931.19	43.06
		C8	1 053 588.91	—	1 053 588.91	890 792.44	100.00
		<b>Total</b>	<b>4 053 588.91</b>	<b>—</b>	<b>4 053 588.91</b>	<b>2 182 723.63</b>	<b>53.85</b>
26.01.11.01	Official Journal of the European Union	C1	20 000 000.00	(4)	20 000 000.00	14 252 549.92	71.26
		C4	1 636 583.62	—	1 636 583.62	—	—
		C5	2 602 172.74	—	2 602 172.74	2 602 172.74	100.00
		C8	3 792.48	—	3 792 175.48	2 675 539.36	70.55
		<b>Total</b>	<b>28 030 931.84</b>	<b>—</b>	<b>28 030 931.84</b>	<b>19 530 262.02</b>	<b>69.67</b>
26.02.01	Procedures for awarding and advertising public supply, works and service contracts	C1	24 400 000.00	-6 400 000.00 (4)	18 000 000.00	13 519 638.05	75.11
		C4	907 585.30	—	907 585.30	79 068.72	8.71
		C5	685 036.72	—	685 036.72	685 036.72	100.00
		<b>Total</b>	<b>25 992 622.02</b>	<b>-6 400 000.00</b>	<b>19 592 622.02</b>	<b>14 283 743.49</b>	<b>72.90</b>
		<b>Total</b>	<b>172 693 372.69</b>	<b>-6 681 000.00</b>	<b>166 012 372.69</b>	<b>128 717 891.07</b>	<b>77.54</b>

(1) C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2007; C8 = Commitments carried over from 2007.

(2) An amount of EUR 1 million was declared as surplus to the European Commission but was not in fact reallocated.

(3) An amount of EUR 2 million was declared as surplus to the European Commission but was not in fact reallocated.

(4) The financing decision only foresees the allocation of EUR 18 million. The initial surplus of EUR 6.4 million was reallocated. A further EUR 3.1 million was declared as surplus to the European Commission but was not in fact reallocated.

(EUR)

Budget item	1	2	3	4=1-2-3	5	6	7	8	9=5-6-7-8	10=(9-5)/5	11=4+9
Commitments contracted during financial year 2008	Payments made during financial year 2008	Automatic cancellation of unreportable commitments (non dissociated credits)	Commitments from financial year 2008 still to be settled	Commitments to be settled from financial years previous to 2008	Decommitments/exchange rate adjustments	Payments made	Cancellation of unsettled commitments (non dissociated credits)	Final situation of commitments to be settled from previous financial years	Rate of commitments settled %	Total of commitments to be settled at end of financial year 2008	
<b>Title 02</b>											
<b>Chapter 02.04</b>											
02.04.02 Completion of the sixth Community Framework Programme (2003 to 2006)					13 791 283.95	-118 614.44	5 719 596.95	7 953 072.56	-42.33	7 953 072.56	
<b>Total Chapter 02.04</b>			<b>0.00</b>	<b>0.00</b>	<b>13 791 283.95</b>	<b>-118 614.44</b>	<b>5 719 596.95</b>	<b>7 953 072.56</b>	<b>-42.33</b>	<b>7 953 072.56</b>	
<b>Total Title 02</b>			<b>0.00</b>	<b>0.00</b>	<b>13 791 283.95</b>	<b>-118 614.44</b>	<b>5 719 596.95</b>	<b>7 953 072.56</b>	<b>-42.33</b>	<b>7 953 072.56</b>	
<b>Title 26</b>											
<b>Chapter 26.01</b>											
26.01.09.01 Publications Office	87 062 239.30	76 212 149.49	81 882.88	10 768 206.93	14 048 450.94	-1 283 516.60	10 789 415.49	1 975 518.85	-100.00	10 768 206.93	
26.01.10.01 Consolidation of Community law	1 931 158.99	1 291 931.19		639 227.80	1 053 588.91	-162 796.47	890 792.44		-100.00	639 227.80	
26.01.11.01 Official Journal of the European Union	20 012 410.63	16 854 722.66		3 157 687.97	3 792 175.48	-1 109 901.33	2 675 539.36	6 734.79	-100.00	3 157 687.97	
<b>Total Chapter 26.01</b>	<b>109 005 808.92</b>	<b>94 358 803.34</b>	<b>81 882.88</b>	<b>14 565 122.70</b>	<b>18 894 215.33</b>	<b>-2 556 214.40</b>	<b>14 355 747.29</b>	<b>1 982 253.64</b>	<b>-100.00</b>	<b>14 565 122.70</b>	
<b>Chapter 26.02</b>											
26.02.01 Procedures for awarding and advertising public supply, works and service contracts	14 341 470.01	8 076 315.77		6 265 154.24	6 737 442.48	-505 386.15	6 207 427.72	24 628.61	-99.63	6 289 782.85	
<b>Total Chapter 26.02</b>	<b>14 341 470.01</b>	<b>8 076 315.77</b>	<b>0.00</b>	<b>6 265 154.24</b>	<b>6 737 442.48</b>	<b>-505 386.15</b>	<b>6 970 626.55</b>	<b>24 628.61</b>	<b>-99.63</b>	<b>6 289 782.85</b>	
<b>Total Title 26</b>	<b>123 347 278.93</b>	<b>102 435 119.11</b>	<b>81 882.88</b>	<b>20 830 276.94</b>	<b>25 631 657.81</b>	<b>-3 061 600.55</b>	<b>20 563 175.01</b>	<b>24 628.61</b>	<b>-99.90</b>	<b>20 854 905.55</b>	
<b>Total Publications Office</b>	<b>123 347 278.93</b>	<b>102 435 119.11</b>	<b>81 882.88</b>	<b>20 830 276.94</b>	<b>39 422 941.76</b>	<b>-3 180 214.99</b>	<b>26 282 771.96</b>	<b>7 977 701.17</b>	<b>-79.76</b>	<b>28 807 978.11</b>	

**Table 23**  
**Situation of commitments to be settled on 31 December 2008**

**Table 24**  
**Situation on**  
**revenue and**  
**income in 2008**

(EUR)

Chapter	Revenue and income recognized			Revenue and income cashed from			Outstanding balance
	Current year RO <sup>(1)</sup>	Carried over RO	Total	Current year RO	Carried over RO	Total	
	1	2	3=1+2	4	5	6=4+5	
<b>Title 5: Revenue accruing from the administrative operation of the institutions</b>							
50	736 981.78	123 285.08	860 266.86	736 981.78	122 511.70	859 493.48	773.38
55	2 963 290.37	391 891.34	3 355 181.71	2 752 432.16	391 891.34	3 144 323.50	2 10 858.21
57	1 402 404.78	934.15	1 403 338.93	1 366 618.17	934.15	1 367 552.32	35 786.61
<b>Total Title 5</b>	<b>5 102 676.93</b>	<b>516 110.57</b>	<b>5 618 787.50</b>	<b>4 856 032.11</b>	<b>515 337.19</b>	<b>5 371 369.30</b>	<b>247 418.20</b>
<b>Title 6: Contributions and refunds in connection with Community agreements and programmes</b>							
61	845.00	0.00	846.00	846.00	0.00	846.00	0.00
66	7 380 333.71	629 038.59	8 009 372.30	7 166 001.06	628 352.24	7 794 353.30	215 019.00
<b>Total Title 6</b>	<b>7 381 179.71</b>	<b>629 038.59</b>	<b>8 010 218.30</b>	<b>7 166 847.06</b>	<b>628 352.24</b>	<b>7 795 199.30</b>	<b>215 019.00</b>
<b>Total Publications Office</b>	<b>12 483 856.64 <sup>(2)</sup></b>	<b>1 145 149.16</b>	<b>13 629 005.80</b>	<b>12 022 879.17</b>	<b>1 143 689.43</b>	<b>13 166 568.60</b>	<b>462 437.20</b>

<sup>(1)</sup> RO = Recovery orders.

<sup>(2)</sup> See table 27.

	Commission (*)	Parliament	Council	CJ	ECA	EESC	CoR	Total (*)
<b>Preparation of documents in electronic and paper formats</b>								
Paper edition — OJ L + C series	24 949 573.07	1 977 900.85	6 154 873.96	1 218 304.24	556 201.55	748 724.80	280 996.94	35 886 575.41
Electronic edition — OJ C series	—	1 566 770.85	534 025.76	—	—	—	—	2 100 796.61
OJ L&C CD-ROM	414 237.38	146 017.39	152 562.55	19 357.23	18 207.28	19 782.20	5 850.28	776 014.31
Digital archiving (EUDOR)	129 199.74	44 615.22	51 633.03	6 081.16	5 846.74	6 118.68	1 811.39	245 305.96
Other budgetary documents	808 646.27	47 232.23	503 981.23	—	—	—	—	1 359 859.73
Other preparation and correction work	390.78	—	4 084.46	—	—	—	—	4 475.24
Reprints	16 563.78	—	—	—	—	—	—	16 563.78
Formex validation	1 753 146.45	595 690.88	636 001.60	82 973.86	81 093.79	82 488.16	24 998.94	3 256 393.68
<b>Reference documents</b>								
Tables	257 604.38	19 757.31	79 763.85	88 126.39	—	—	—	445 251.93
<b>Infrastructure and logistics</b>								
Transport/packaging/dispatch	1 345 100.58	505 659.47	349 805.84	51 837.39	52 260.89	55 381.03	15 986.30	2 376 031.5
Eurovoc	1 516.55	80.66	324.47	363.32	—	—	—	2 285
Computerised production systems (SEI)	674 349.68	861 469.87	511 739.27	—	—	—	—	2 047 558.82
Miscellaneous information products	2 327 216.78	789 791.04	1 079 632.70	108 175.76	103 739.95	108 225.44	58 378.67	4 575 160.34
IT development	944 422.45	284 966.52	302 373.19	37 269.16	31 517.21	37 025.00	11 056.67	1 648 630.2
<b>Miscellaneous products</b>								
Miscellaneous services	297 899.72	6 554.37	57 430.42	1 082.95	249 496.34	983.39	327.10	613 774.90
Secondary legislation	633 646.58	101 635.91	1 269 028.44	—	—	—	—	2 004 310.93
<b>Total (*) (†)</b>	<b>34 553 514.19</b>	<b>6 948 142.57</b>	<b>11 687 260.77</b>	<b>1 613 571.46</b>	<b>1 098 363.75</b>	<b>1 058 728.70</b>	<b>399 406.29</b>	<b>57 358 987.73</b>

(†) Services executed for the Commission, for agencies or other EU bodies and charged to budgetary line 26 0111 01.

(‡) Payments done in 2007 with 2007 and/or 2006 credits (regularisations included, which may lead to negative amounts).

(§) Provisional figures.

(¶) Including other EU bodies.

**Table 25**  
**Official Journal:**  
**costs of services**  
**charged in 2008**

**Table 26 Publications: invoicing, by institution, agency or body**

Institution, agency or other body	2007		2008		2008/2007	
	Amount (euro)	%	Amount (euro)	%	Difference (euro)	%
<b>Institutions</b>						
Commission	14 608 673.20	77.17	15 206 211.87	69.85	597 538.67	-7.32
European Parliament	277 039.23	1.46	1 854 862.18	8.52	1 577 822.95	7.06
Council	59 549.69	0.31	125 207.40	0.58	65 657.71	0.26
Court of Justice	1 105 020.46	5.84	1 903 570.16	8.74	798 549.70	2.91
Court of Auditors	163 668.21	0.86	170 993.63	0.79	7 325.42	-0.08
Economic and Social Committee	171 030.43	0.90	173 298.61	0.80	2 268.18	-0.11
Committee of the Regions	210 833.55	1.11	216 412.11	0.99	5 579.22	-0.12
Ombudsman	209 711.06	1.11	280 422.11	1.29	70 711.05	0.18
All institutions	800.00	—	—	—	-800.00	—
<b>Sub-total</b>	<b>16 806 325.83</b>	<b>88.79</b>	<b>19 930 978.73</b>	<b>91.56</b>	<b>3 124 652.90</b>	<b>2.77</b>
<b>Agencies and other bodies</b>						
OHIM	59 315.55	0.31	71 777.82	0.33	12 462.27	0.02
Cedefop	208 235.22	1.10	112 297.29	0.52	-95 937.93	-0.58
CPVO	31 808.77	0.17	32 172.60	0.15	363.83	-0.02
EMCDDA	204 740.82	1.08	174 105.94	0.80	-30 634.88	-0.28
ECDC	38 816.56	0.21	101 455.53	0.47	62 638.97	0.26
EU-OSHA	359 467.97	1.90	209 364.84	0.96	-150 103.13	-0.94
EUMC	118 762.09	0.63	35 044.06	0.16	-83 718.03	0.47
OLAF	68 807.11	0.36	195 857.85	0.90	127 050.74	0.54
European Schools	43 025.84	0.23	8 053.61	0.04	-34 972.23	-0.19
Eurojust	—	—	982.53	—	982.53	—
Europol	39 392.98	0.21	48 563.99	0.22	9 171.01	0.01
Publications Office	797 210.89	4.19	429 133.01	1.97	-364 077.88	-2.22
Other	156 472.98	0.83	418 672.44	1.92	262 199.46	1.10
<b>Sub-total</b>	<b>2 122 056.78</b>	<b>11.21</b>	<b>1 837 481.51</b>	<b>8.44</b>	<b>-284 575.27</b>	<b>-2.14</b>
<b>Total</b>	<b>18 928 382.61</b>	<b>100</b>	<b>21 768 460.24</b>	<b>100</b>	<b>2 840 077.63</b>	<b>—</b>

**Table 27 Number and amount of recovery orders issued in 2008 assimilated to assigned revenue**

Budget line	Recovery orders (RO)	
	Number (*)	Amount (in euro)
26.010901.010300 — Buildings & related expenditure	11	146 662.61
26.010901.020101 — EU Bookshop	1	1 569.68
26.010901.020301 — Legal databases	2	268 198.53
26.010901.020401 — Multimedia products	2	54 477.74
26.010901.020501 — General publications	97	1 554 377.01
26.010901.020601 — Dissemination	302	7 644 919.17
<b>Total RO issued 26.010901</b>	<b>357</b>	<b>9 670 204.74</b>
26.011101 — Official Journal (L and C)	108	1 700 531.11
26.020100 — Public procurement	5	907 585.30
02.040402 — Completion of FP6 (CORDIS)	5	205 535.49
<b>Grand total issued</b>	<b>475</b>	<b>12 483 856.64</b>

NB: Detail of amount of 12.484 million euro mentioned on page 50.

(\*) Totals differ as some RO concern more than 1 budget line.

## Commercial accounts

**Table 28 Balance sheet at 31 December 2008**

(EUR)

	2008	2007
<b>Assets</b>		
Trade accounts receivable — Gross value	662 851.09	911 607.80
Provision for doubtful debtors	(222 332.68)	(490 868.95)
Trade accounts receivable — Net value	440 518.41	420 738.85
Term deposits	232 991.00	200 000.00
Sight deposits	336 149.52	438 515.52
<b>Total</b>	<b>1 009 658.93</b>	<b>1 059 254.37</b>
<b>Liabilities</b>		
Payables, DG & Institutions	897 712.59	947 479.34
Payables, DG & Institutions — Sales proceeds to assign	35 892.76	55 488.79
Payables, Financial & Other result	76 053.58	56 286.24
<b>Total</b>	<b>1 009 658.93</b>	<b>1 059 254.37</b>

**Table 29 Profit-and-loss account at 31 December 2008**

(EUR)

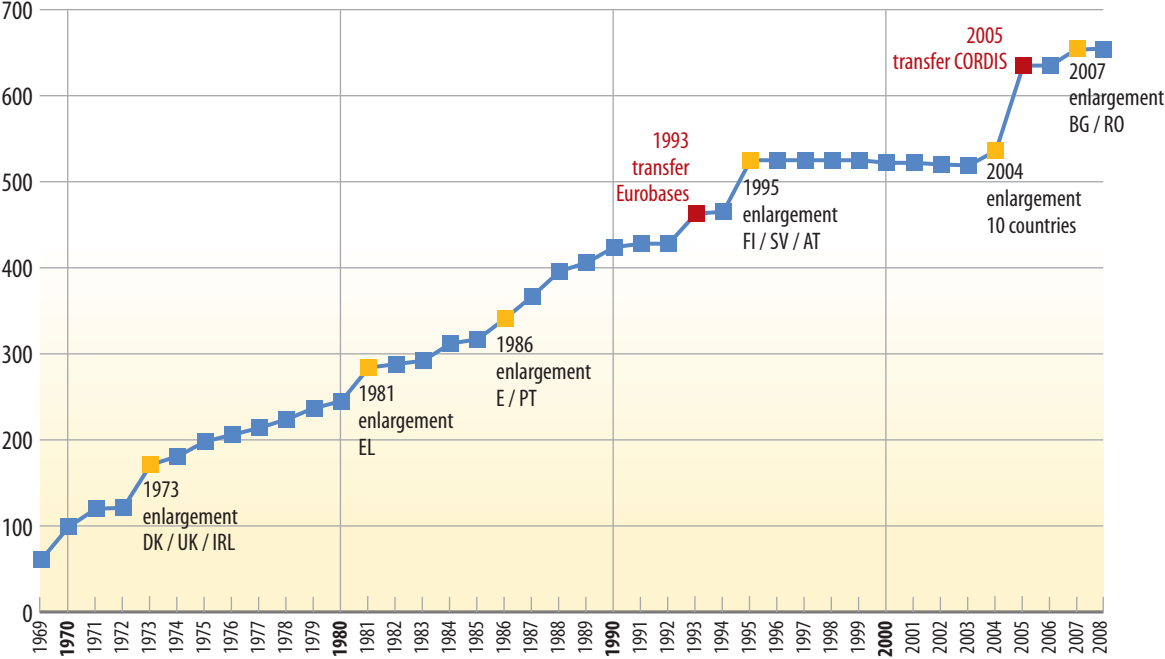
	2008	2007
<b>Sales</b>		
Gross sales invoiced	5 027 466.85	5 714 247.28
Discount	(1 133 015.52)	(1 264 431.75)
<b>Net sales invoiced</b>	<b>3 894 451.33</b>	<b>4 449 815.53</b>
<b>Financial &amp; other result</b>		
Miscellaneous revenue	32 923.07	154.51
Credit interest	54 899.65	59 277.71
Exchange rate gains	264.22	0.10
Miscellaneous charges	(9 706.16)	(12.60)
Exchange rate loss	(332.76)	(144.01)
Bank charges	(1 994.44)	(2 989.47)
	<b>76 053.58</b>	<b>56 286.24</b>
<b>Operating result</b>	<b>3 970 504.91</b>	<b>4 506 101.77</b>

## Personnel management

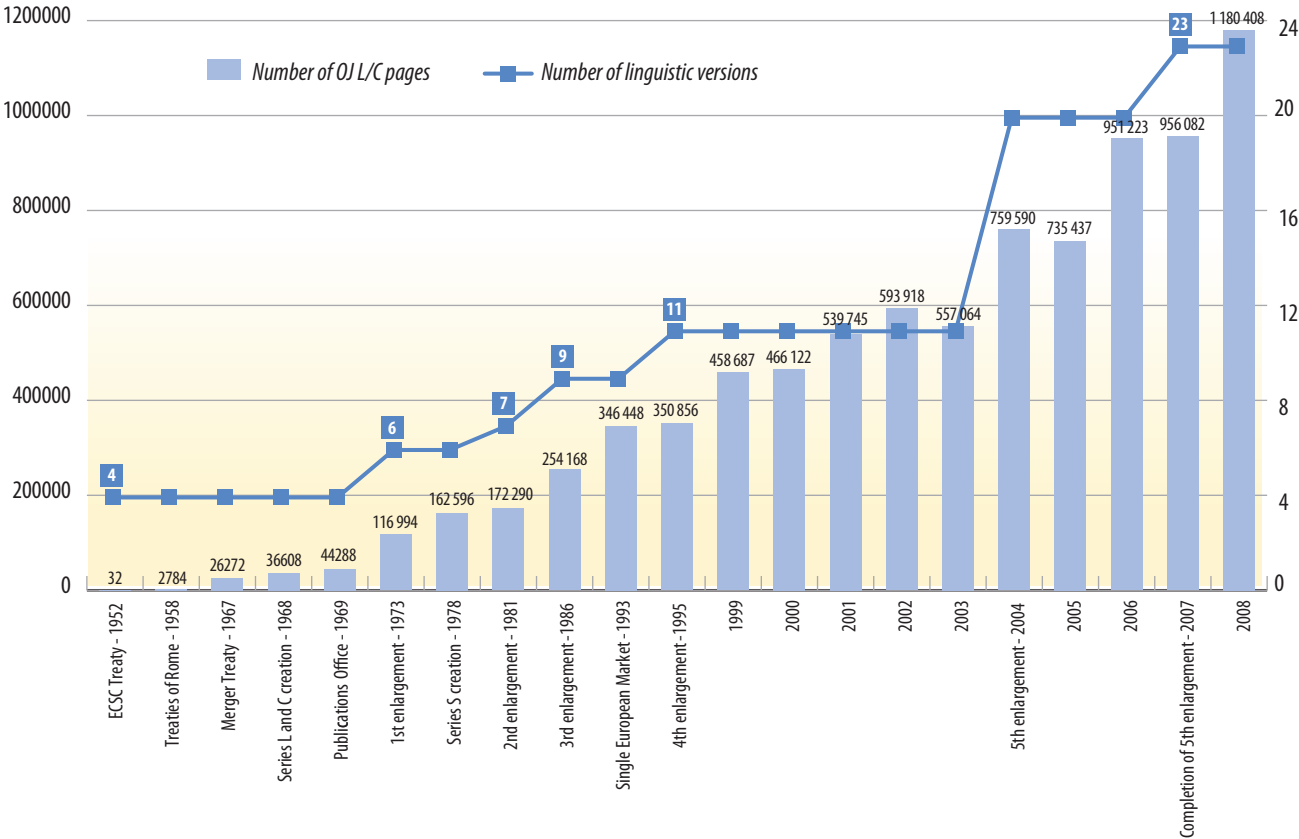
**Table 30 Staff numbers 2007 and 2008**

Category and grade	2007	2008
	Permanent posts	Permanent posts
AD 16	1	1
AD 15	3	3
AD 14	8	8
AD 13	1	1
AD 12	8	10
AD 11	13	13
AD 10	12	10
AD 9	4	4
AD 8	19	19
AD 7	—	—
AD 6	3	3
AD 5	10	10
<b>Total AD</b>	<b>82</b>	<b>82</b>
AST 11	3	4
AST 10	44	43
AST 9	4	4
AST 8	45	45
AST 7	70	70
AST 6	97	97
AST 5	72	72
AST 4	56	56
AST 3	148	148
AST 2	32	32
AST 1	2	2
<b>Total AST</b>	<b>573</b>	<b>573</b>
<b>Grand total</b>	<b>655</b>	<b>655</b>

**Graph 1 Evolution of the staff (1969-2008)**

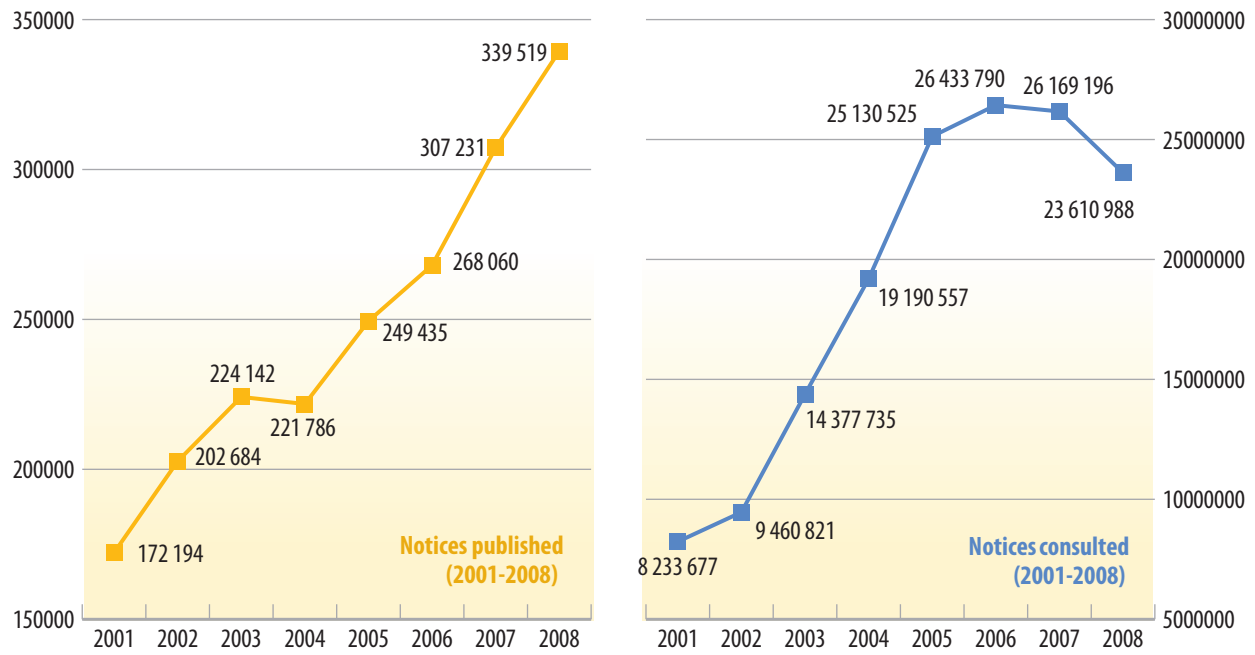


**Graph 2 Evolution of the Official Journal production (1952-2008)**

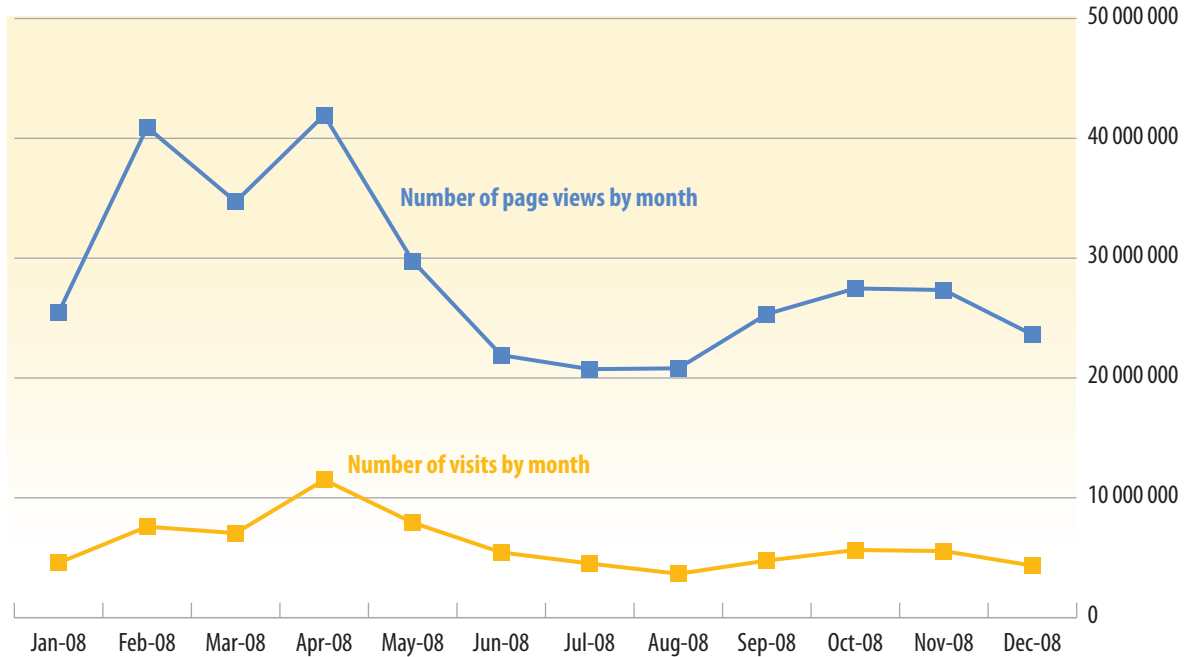




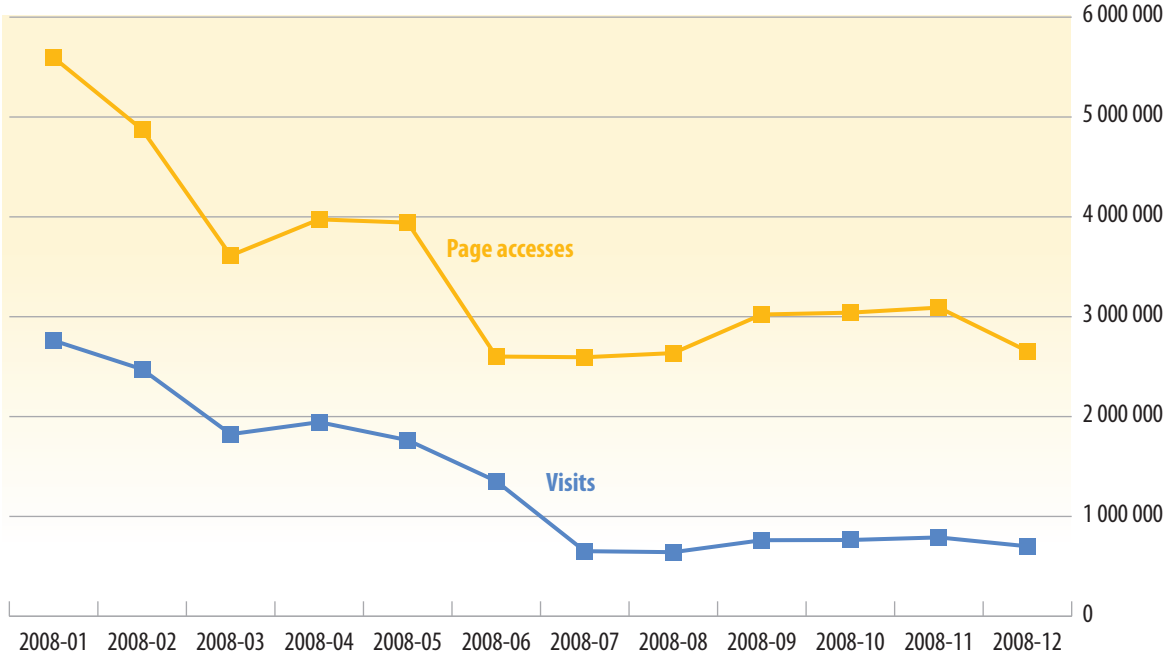
**Graph 3 TED consultation figures**



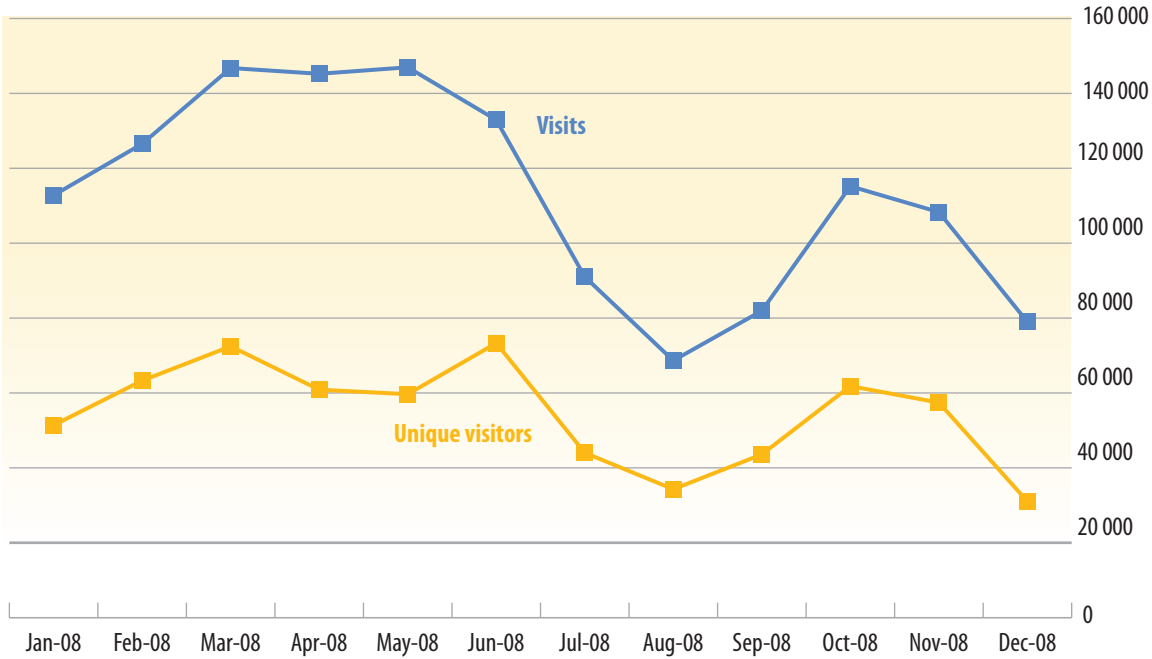
**Graph 4 EUR-Lex consultation figures**



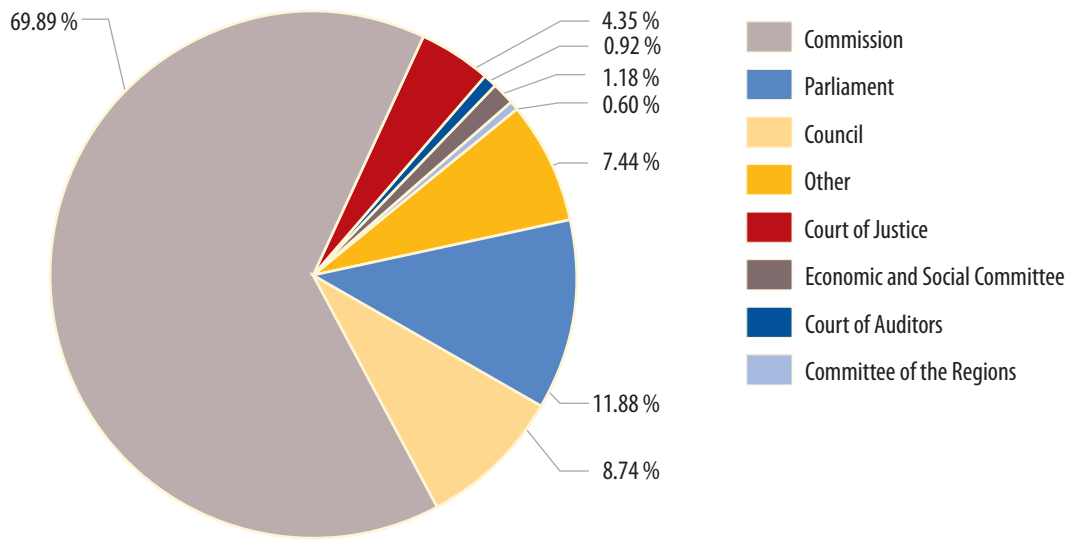
Graph 5 CORDIS consultation figures



Graph 6 EU Bookshop consultation figures



**Graph 7 2008 — Breakdown of the Publications Office costs by institution**



# Annex IV

## Financial statements

### Balance sheet

Notes  
reference

<b>Assets</b>	<b>11 817 446</b>
<i>Non current assets</i>	<b>3 464 380</b>
① Intangible fixed assets	490 422
② Property, plant and equipment	2 973 958
<i>Current assets</i>	<b>8 353 066</b>
③ Inventories	4 585 354
④ Short-term pre-financing	965 978
⑤ Short-term receivables	2 232 593
⑥ Cash and cash equivalents	569 141
<hr/>	
<b>Liabilities</b>	<b>(17 297 725)</b>
<i>Non current liabilities</i>	<b>(890 630)</b>
⑦ Long-term provisions	(890 630)
<i>Current liabilities</i>	<b>(16 407 095)</b>
⑧ Short-term provisions	(3 036 352)
⑨ Accounts payable	(13 370 743)
<hr/>	
<b>Net assets/Liabilities</b>	<b>12 103 779</b>
⑩ <i>Net assets/Liabilities</i>	12 103 779
Accumulated surplus/deficit	(12 103 779)
<hr/>	

## Economic outturn

Notes  
reference

<b>11</b>	<b>Other operating revenue</b>	<b>(14 474 792)</b>
	Sales of publications	(2 178 821)
	Interinstitutional revenue	(3 021 460)
	Inter-Commission result	(6 241 530)
	Stock - Recovery of amounts	(2 303 531)
	Other revenue	(729 450)
<b>12</b>	<b>Administrative expenses</b>	<b>62 892 461</b>
<b>13</b>	Staff expenses	212 200
<b>14</b>	Buildings expenses	9 311 030
<b>15</b>	Publications expenses	40 378 300
<b>16</b>	Other administrative expenses	11 126 413
<b>17</b>	Fixed assets related expenses	1 864 518
	<b>Operating expenses</b>	<b>26 473 883</b>
<b>18</b>	Operational expenses	28 329 084
<b>19</b>	Movements on stock	(1 855 201)

## Off balance

	<b>Contingent assets</b>	<b>13 146 833</b>
<b>20</b>	Guarantees received	12 765 641
<b>21</b>	Other contingent assets	381 192
	<b>Contingent liabilities</b>	<b>(93 039 174)</b>
<b>22</b>	Commitments	(33 402 022)
<b>23</b>	Amounts related to legal cases	(3 486 078)
<b>24</b>	Long-term leases	(56 151 074)

## Explanatory notes

The annual accounts of the Publications Office have been prepared according to the accounting rules adopted by the European Commission which are in line with the International Public Sector Accounting Standards (IPSAS) based on accrual accounting principles.

The annual accounts are directly extracted from ABAC-SAP, the centralised accrual accounting system of the Commission. The presentation used here is the same as that presented in the Office's Annual Activity Report, except for the economic outturn, which is more detailed in this report.

Assets and liabilities do not match because the Office's balance sheet forms part of the Commission's balance sheet, where the assets and liabilities do balance.

These accounts form part of the 2008 provisional annual accounts of both the Commission and the European Communities.

### Balance sheet

#### 1 Intangible fixed assets

Applying the transitional period of accounting rule No 6, the Office has not included in this category the charges related to large-scale customised software projects, such as PlanPubli, Gescom, PlanJO, etc. These projects have been developed over several years and have an acquisition value of some millions of euro. Until end 2009 these purchases will be booked as charges. Thus the assets value shown under this category only represents the expenses of software bought on the market.

#### 2 Property, plant and equipment

This represents the net value of tangible fixed assets such as plant, machinery, equipment, furniture, computer hardware.

The Publications Office handles assets concerning the Official Journal L&C series that are financed by budget lines from different institutions.

As in the previous years the Office includes the total value of these assets in its balance sheet, and not just the Commission's share. Table 1 shows the 2008 movements related to tangible and intangible fixed assets.

#### 3 Inventories

The gross value of all free and priced publications in stock, held and declared by the Office on behalf of all Commission DGs and institutions, is 20 294 308 euro. The impairment value is 15 967 803 euro. The net value is therefore 4 326 505 euro.

In compliance with the accounting rule No 9:

- stock is valued according to the historical cost that remains unchanged;
- the unitary cost of priced publications is valued at 1/3 of the net price;
- the unitary cost of free publications entered in the year is valued on a cost per kilo basis, extrapolated from a sample analysis;

- priced publications are valued at net realisable value equal to the cost of publications in stock which are expected to be sold. Its estimation is based on the n-1 stock rotation. This analysis considers the distribution curve during the publication lifetime: the more recent is the publication, the higher is its rotation;
- the free publications are valued at the replacement cost of those publications in stock which are expected to be dispatched. As per priced publications, its estimation is based on the n-1 stock rotation analysis.

The stock of materials and supplies consumed in the production process (printing and distribution) has a gross value on 31 December 2008 of 332 605 euro. For this type of stock an impairment value due to specific obsolescence or damage has been calculated. The impairment value is 73 757 euro. The net value is therefore 258 848 euro.

#### 4 Short-term pre-financing

The net value of pre-financing still open as of 31 December 2008 is 965 978 euro. It exclusively concerns CORDIS contracts. According to the accounting rules short-term pre-financing is not considered as an expense, but as a current asset. The balance of the account is the amount of pre-financing not cleared as of 31 December 2008 (1 939 368 euro) less clearings related to services received in 2008, but not yet invoiced (973 389 euro).

#### 5 Short-term receivables

The biggest amounts in this section are:

- receivables from other institutions and Commission DGs related to recovery orders for storage and dissemination costs (425 877 euro);
- receivables related to the sales of publications for a gross amount of 662 851 euro less the provision of 222 332 euro for doubtful debtors. The latter is related to 6 customer files being transferred to the Commission Legal Service for legal action;
- cut-off adjustments:
  1. receivables related to recovery orders to be issued in 2009 related to services performed in 2008 (652 295 euro);
  2. charges paid in 2008 for services to be rendered in 2009 (i.e. rents) (670 145 euro).

#### 6 Cash and cash equivalents

This section includes the balances of both deposit and current bank accounts managed by the Office for its sales activity. According to the procedures in place, the Office announces and pays back the revenue of publications collected on behalf of other Commission DGs and institutions in January, July and October.

#### 7 Long-term provisions

This provision concerns the amounts of performance guarantees deducted when paying invoices of CORDIS contractors. The Office will pay this amount to the relevant contractors not before 31 December 2009, provided certain conditions are met.

## 8 Short-term provisions

As the long-term provision, this section also concerns the amounts of performance guarantees deducted when paying invoices of CORDIS contractors, but in this case the Office is expected to pay this amount to the relevant contractors during 2009.

## 9 Accounts payable

This section includes:

- invoices received and to be paid as of 31 December 2008, including the share to be paid on behalf of other institutions (3 356 601 euro);
- payables for services and goods rendered in 2008 but not yet invoiced by the suppliers (9 335 869 euro). A separate amount of 973 389 euro for accrued charges on pre-financing diminished the year-end balance of short-term pre-financing;
- deferred income for 2009 subscriptions invoiced during 2008: 439 792 euro (mainly TED licences);
- amounts payable, mainly to other institutions, related to the commercial activity: 238 480 euro.

## 10 Net Assets/Liabilities

This account is used to reflect each DG's adjustments of the opening balances for fixed assets, stocks, accruals and deferrals. The section shows an anomalous debit balance due to the fact that DG Budget reversed the 2005 opening balance cut-off figures for the amount of 17 663 324 euro.

## Economic outturn

### 11 Other operating revenue

This section includes:

- **Sales of publications:** these are the sales for which the Office is the beneficiary, including the Commission's share of the Official Journal L&C series.
- **Interinstitutional revenue:** it mainly concerns revenue for storage and dissemination costs.
- **Inter-Commission result:** it includes revenue for storage and dissemination charged to other DGs (6 927 730 euro) and cost debited from other DGs (686 200 euro). Both figures include CORDIS storage and distribution costs (474 060 euro), booked as internal Commission expense from CORDIS Unit, and as internal Commission revenue from the Distribution Unit. Since the cut-off scope does not include inter-Commission transactions, as far as these transactions are concerned, the amount shown in the accounts is not the accrual amount, but simply relates to the total value of recovery orders issued during the year.
- **Stock/Recovery of amounts:** following informal discussion with the Court of Auditors, as regards the 2008 accounts, it has been decided not to write off the whole amount of stock of free publications, but to give a value to those publications in stock as of 31 December 2008 which are expected to be dispatched. Thus the value shown in this section represents the recovery of amounts written off in previous years.



- **Other revenue:** it includes the share of assets bought during the year and paid by other institutions (85 316 euro), the value of recovery orders for storage, dissemination and printing costs issued in 2008 to bodies outside the consolidation scope (412 825 euro), and the value of recovery orders issued to suppliers (231 308 euro).

## 12 Administrative expenses

In line with the accrual accounting principles, the economic outturn includes not only the expenses incurred and paid in 2008 but also expenses for goods and services delivered during the year not yet paid or invoiced.

In order to assess the expenses incurred in 2008 but not yet invoiced, the Office, according to the instructions issued by DG Budget, analysed the amounts of outstanding commitments (RAL) as of 31 December 2008. Around 95% of the outstanding amounts have been analysed in detail. As far as the remaining 5% is concerned, a statistical method has been used.

The economic outturn also includes expenses for which the Office has received a sub/co-delegation. It does not include expenses for which a delegation has been given by the Office to Commission Services (PMO and DIGIT).

## 13 Staff expenses

The largest cost of staff (salaries) is not included in the Office's economic outturn as accounting reporting on this falls to the responsibility of the PMO, which has a subdelegation for payments. This explains the low value shown. The main part of this section concerns expenses related to CPE and crèches.

## 14 Buildings expenses

The biggest amounts in this section are the yearly rents for 2008 (6 615 049 euro) and the building maintenance expenses (2 628 229 euro).

## 15 Publications expenses

This account comprises the following types of expenses, not included under the operational expenses: storage and dissemination, proofreading expenses, printing (including expenses under administrative codelegated lines), CD-ROM production, archiving of electronic documents, IT expenses directly related to internet publishing (e.g. TED, EUR-Lex, EU Bookshop, etc.)

## 16 Other administrative expenses

The highest amounts in this section are:

- 66% (7 398 780 euro) concerns the cost of IT maintenance, the development of large customised software projects, and the purchase of office supplies whose unitary cost is below 420 euro;
- 22% (2 452 844 euro) concerns external proofreading and other goods and services expenses;
- 7% (755 244 euro) are related to publicity and promotion, mainly expenses related to Office's stands at international book-fairs.

## 17 Fixed assets related expenses

This represents the amount of the annual depreciation of tangible and intangible fixed assets.

**18 Operational expenses**

For the Office this represents expenses on operational budget lines: CORDIS, OJ S and the charges for publications on co/subdelegations on operational budget lines. The accrued amount of the performance guarantee retained by the Office and not yet paid to the CORDIS contractor is also included in this section.

**19 Movements on stock**

The section represents the impact on the economic outturn of the movements of stock. It is the increase of gross value of stock of publications between 31 December 2007 and 31 December 2008.

**Off balance****20 Guarantees received**

The value of guarantees received comprises performance guarantees (8 281 500 euro) and pre-financing guarantees (4 484 141 euro).

**21 Other contingent assets**

This section includes the value of assets (mainly computer software and hardware) held by the CORDIS contractors to perform their duties, which will be transferred to the Office at the end of the contract.

**22 Commitments**

The amount shown in the balance sheet represents the share of the RAL (the outstanding commitments) as of 31 December 2008. It does not include the share of the RAL already booked in the balance sheet: outstanding invoices and accrual charges.

**23 Amounts related to legal cases**

This section represents potential liabilities related to pending legal cases.

**24 Long-term leases**

It is the amount of outstanding legal commitments related to operational leases (Table 2).

**Table 1 Fixed assets**

	Computer software	Plant, machinery & equipment	Furniture & rolling stock	Computer hardware	Other fixtures & fittings	Total
<b>A. Acquisition value</b>						
Previous year-end	1 232 683	644 253	3 615 904	14 820 105	545 974	20 858 918
Changes during the year						
<i>Acquisitions during the year</i>	146 638	4 230	43 081	1 620 163	11 660	1 825 772
<i>Disposal and withdrawals</i>	0	-44 012	-414 332	-2 558 214	-206 969	-3 223 527
<i>Transfers &amp; other</i>	17 955	-36 693	267 371	155 238	1 094	404 965
<b>Year-end</b>	<b>1 397 276</b>	<b>567 778</b>	<b>3 512 024</b>	<b>14 037 292</b>	<b>351 759</b>	<b>19 866 128</b>
<b>B. Depreciation and value adjustments</b>						
Previous year-end	-607 907	-384 769	-3 392 048	-12 610 019	-455 497	-17 450 240
Changes during the year						
<i>Amortisation for the year</i>	-298 536	-38 008	-66 225	-1 428 261	-28 508	-1 859 538
<i>Disposal and withdrawals</i>	0	41 889	414 320	2 553 264	206 969	3 216 352
<i>Transfers &amp; other</i>	-411	-13 355	-267 355	-26 107	-1 094	-308 322
<b>Year-end</b>	<b>-906 854</b>	<b>-394 243</b>	<b>-3 311 398</b>	<b>-11 511 123</b>	<b>-278 130</b>	<b>-16 401 748</b>
<b>Net book value (A+B)</b>	<b>490 422</b>	<b>173 535</b>	<b>200 625</b>	<b>2 526 169</b>	<b>73 629</b>	<b>3 464 380</b>

**Table 2 Operating lease**

Description	Charges still to be paid			Total charges to be paid
	<1 year	1-5 years	>5 years	
Mercier building	4 615 127	18 460 506	22 051 454	45 127 087
Gasperich building	811 469	3 245 876	709 202	4 766 547
Fischer building	1 158 920	4 635 681	285 761	6 080 362
Parking Commerce	20 729	0	0	20 729
Parking Fed Agricole	8 847	0	0	8 847
Parking Fort Wedell	12 357	49 428	3 047	64 832
Cars	39 722	42 947	0	82 669
<b>Total</b>	<b>6 667 171</b>	<b>26 434 438</b>	<b>23 049 464</b>	<b>56 151 073</b>

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