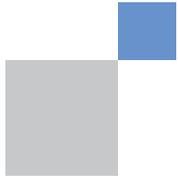


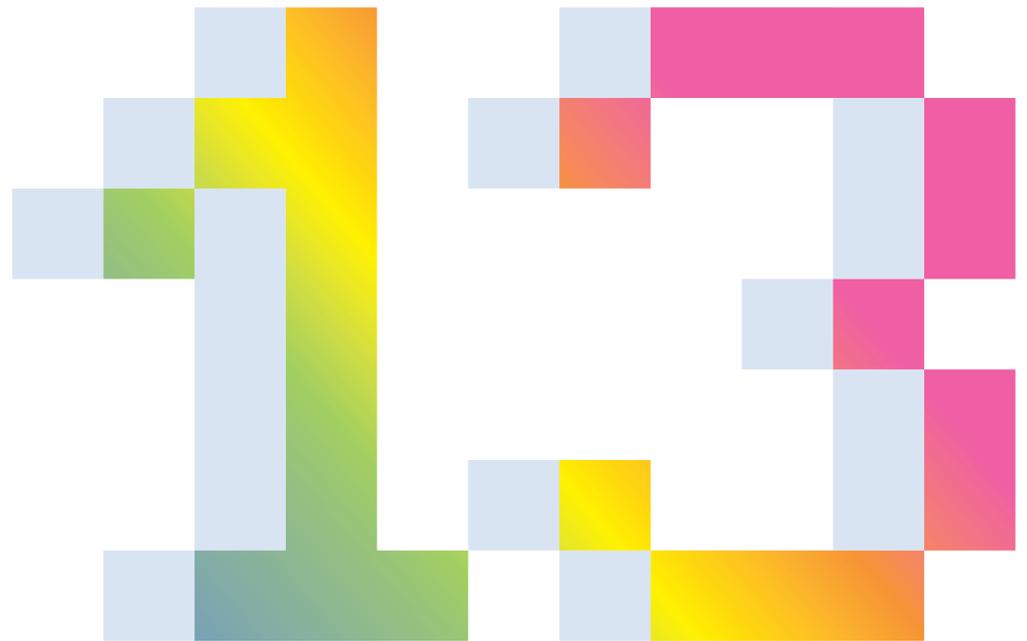


Publications Office
Annual Management
Report 2013





Publications Office
Annual Management
Report 2013



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Foreword by Uwe Corsepius, Chairman of the Management Committee

As the publisher of EU legislation, and by virtue of its key role in the information and communication activities of the institutions, the Publications Office continues to play a key role in bringing the Union closer to its citizens and to provide information worldwide to all people interested in European affairs.

In addition to the successful conclusion of its transformation programme, in 2013 the Office continued to fine-tune its working methods and developing new services. The reorganisation implemented on 1 January 2013 streamlined workflows and internal procedures. CELLAR, the Office's repository for referenced and indexed content and metadata, was increasingly enlarged. Progress in interinstitutional metadata harmonisation and standardisation — to ensure interoperability and access, search, linking and reuse of content through semantic technologies — was a strategic priority in 2013.

I would also like to highlight two milestones:

- In line with the accession of Croatia to the EU on 1 July, the Publications Office contributed in the production of the secondary legislation (in excess of 150 000 pages), rendering EU legislation available to Croatia's public administration and citizens in their language.
- Also as of 1 July, the electronic edition of the Official Journal (e-OJ) became authentic with legal effect. After entry into force of Council Regulation (EU) No 21/2013, the Publications Office implemented all necessary requirements. The online edition is thus the authentic key source of EU legislation for professionals and citizens alike, with subscriptions to paper editions coming to an end as of 1 January 2014.

Furthermore, I would like to mention the ongoing development of the EU Open Data Portal, the single point of access to data leading to information produced by the institutions and other bodies. This tool, developed in the context of the Digital Agenda, facilitates the reuse of public sector information and conveys a positive message of EU institutional openness, with data being free to use, reuse, link and redistribute for commercial or non-commercial purposes.

The creation of a new generation of portals and web services is underway. First steps in this direction will include the new EUR-Lex website and the development of the Office's common portal, the latter providing a single access point to all content managed by the Office.

As for the traditional paper publications and the physical distribution services provided by the Office, they are more attuned to the ever-changing publishing world. Hence, in response to this trend the Office consolidated its move to an electronic production process and dissemination on diverse media.

Concerning the other Office online services:

- TED stores and disseminates information on public procurement; the notices are now published in the 24 official languages.



- EU Bookshop, the online library of the European Union, is constantly updated with new content which may be downloaded free-of-charge or ordered online. A number of publications are also available as e-books. 2013 also saw the availability of a range of studies on various subjects commissioned by the EU institutions.
- **CORDIS**, the interactive portal devoted to European research and innovation, continued with the systematic collection and publication of research results for the targeted research community.

The Office's high-quality online services and publications on diverse media are cornerstones for the effective implementation of the EU institutions' information and communication strategies and confirm its role as a centre of excellence in content management.

On behalf of the Management Committee, I would like to thank the Office staff for their hard work, enthusiasm and commitment and look forward with confidence to continuing progress in the service of European citizens.

Uwe Corsepius

*Chairman of the Publications Office
Management Committee*



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Executive summary

Main achievements

Authentic Official Journal in new EUR-Lex

In compliance with Council Regulation (EU) No 216/2013 of 7 March 2013, the Publications Office has adapted the production process to support the publication of the legally binding electronic edition of the *Official Journal of the European Union* including the electronic signature which ensures its authenticity, integrity and inalterability. As of 1 July 2013, the Official Journal (OJ) and its signature are available on the new EUR-Lex portal. The latter is open to the public since March 2013.

Publication of secondary legislation in Croatian

On the accession date of Croatia, 1 July 2013, 344 volumes of the *acquis* were already published, totalling 112 197 pages. By year-end, 395 volumes, representing 131 295 pages, were published.

Common repository: legal document collections loaded

The CELLAR, the common repository comprising both content and metadata, is the back end of the Publications Office's new dissemination architecture, which has been implemented in the scope of the transformation programme. It enables the reuse of public sector information and thus contributes to the implementation of the open data policy of the institutions. Furthermore, the CELLAR makes available a huge amount of machine-readable data on the internet and, by this means, also makes a substantial contribution to the construction of the Semantic Web.

As of 1 July 2013, the CELLAR is successfully supporting the publication of the legally binding electronic version of the Official Journal.

By year-end all legal document collections managed by the Office were loaded in the CELLAR. The loading chains for the daily publication of the Official Journal, secondary legislation, preparatory acts and other information related to legal procedures are operational and data is loaded on a daily basis.

Dissemination policy: studies available in EU Bookshop

The EU Bookshop service, which offers free-of-charge access to all EU publications, underwent further developments that allowed studies (including executive summaries and evaluations) produced by the institutions and financed by the EU budget to be searchable and available to the general public. The display of EU general publications on the EU Bookshop website, allowing them to be consulted, downloaded and printed, enhances the image of the Publications Office as a modern administration, avoiding unnecessary administrative burden for users.

CORDIS: reference for EU research

Following its latest developments, the revamping of the website and the introduction of new services, CORDIS (the Community Research and Development Information Service) became a true one-stop-shop for the dissemination of information of the EU-funded research projects and their results in the broadest sense.

EU Open Data Portal: 6 400 datasets reusable

The Office is responsible for the development, hosting, maintenance and operational activities of the EU Open Data Portal, created by Commission Decision 2011/833/EU.

Available in beta version since December 2012, the portal was officially announced on 9 April 2013 during the European Data Forum in Dublin. After several functional and security improvements, version 1.0 was released in December 2013.

The number of data providers has tripled since the end of 2012 and the number of datasets has increased significantly. The portal is providing access to over 6 400 public datasets from 36 different Commission services, institutions and EU agencies. The published data can be downloaded free of charge and reused by everyone.



TED: free access to business opportunities

The TED website registered a record figure of more than 58 million notices viewed.

Metadata standardisation: core business

One of the core businesses of the Office is metadata standardisation and related activities. This task is placed under the guidance of the Interinstitutional Maintenance Metadata Committee (IMMC). 2013 was marked by the institution-specific extensions of the common metadata set to be used in the exchange of interinstitutional documents and the creation of additional authority tables. The scope of the IMMC activities was further extended to other areas such as Open Data.



Overview

A. Policy strategy

I. The Management Committee

The Publications Office is governed by an interinstitutional Management Committee, which, in the common interest of all institutions, adopts the strategic objectives of the Office and the rules governing its operation, sets the guidelines for the general policies and ensures that the Office contributes within its areas of competence to the formulation and implementation of the institutions' information and communication policies. *(A.I)*

Numerous issues were discussed and decided during the Management Committee meetings held in 2013, i.e. the EU Open Data Portal, the standardisation of metadata, the financing of the Summaries of EU legislation, the legal value of the electronic edition of the Official Journal and the subsequent cancellation of subscriptions of the paper edition as of January 2014, the consolidation of legislation, and the publication of secondary legislation in Croatian. *(A.I and Annex II)*

In 2013, the Management Committee kept abreast of production, dissemination and administrative data via the quarterly information reports communicated by the Office's Director. *(A.I)*

II. Beyond the transformation programme

The transformation programme aimed at implementing the changes required to build a coherent structure, aligning within the Publications Office the business processes with the supporting IT systems. In 2013, a series of new working methods were put in place, rendering the Office more flexible and better able to handle new technological changes. *(A.II)*

III. Relations with institutions and other bodies

The new PubliCare website improves the communication with the author services since it now covers all services offered by the Office and is accessible to all EU institutions and other bodies. A Front Office ensures customer support and manages requests for services in the field of general publications. *(A.III.1)*

The Office concluded several service level agreements (SLAs) with author services to formalise new collaborations or financial management arrangements for the production of the general publications and other services provided by the Office. *(A.III.2)*

The European Forum of Official Gazettes — the informal association of organisations responsible for publishing the national legal gazettes — held its annual meeting in Zagreb in September 2013. Exchange of best practices among official publishers focused on the implementation of the European Legislation Identifier (ELI), as well as on legislative consolidation and codification. *(A.III.3)*



B. Activities

I. Production

Production of the **Official Journal** saw a slight decrease in volume of 2.61% for the OJ L series and an important increase of 128.42% for the OJ C series. This increase in the OJ C series is due to the publication of the European Parliament's backlog of written questions and answers. *(B.I.1, Annex III, Tables 1 to 3, and Graph 2)*

In the context of the 2013 enlargement, the publication of **secondary legislation in Croatian** continued in 2013, representing more than 153 000 pages in volume. By year-end, 86% of the total volume had been published. *(B.I.1.2)*

The number of **general publications** produced for the institutions and other bodies saw an important increase in 2013 (9 153 titles compared to 5 816 in 2012), whereas the percentage of printed copies, as well as the overall amounts spent on publishing, decreased. *(B.I.2 and Annex III, Tables 5 and 6)*

A total of about 1.5 million pages were proofread (384 835 pages OJ and 1 097 640 pages general publications and case-law). *(B.I.3 and Annex III, Tables 1 to 3 and 7)*

The number of published **procurement notices** increased by almost 7%, reaching 443 079 notices. The volume of notices received in structured electronic format stood at 95% of the total. *(B.I.5, Annex III, Table 4, and Graph 3)*

Consolidation of EU legislation, a permanent task of the Office, contributes to the implementation of the Commission's 'Smart regulation' initiative. Consolidation is pursued in all official languages. Following the Conclusions of the European Council in March, a working group was established with the aim to examine the possibility of conferring legal value to the consolidated texts. *(B.I.6)*

The Publications Office pursued its actions aiming to improve the author services' knowledge and respect of **copyright matters**, especially regarding third party copyright material and or awareness of the reuse policy. *(B.I.7)*

The Publications Office applies the **reuse policy** of Commission documents as specified in Decision 2011/833/EU of 12 December 2011. The EU Open Data Portal is the main tool to promote reuse of EU public data. Via a dedicated IT infrastructure, the Office provides customised delivery of EUR-Lex and TED data in XML format, enabling reuse of these data while avoiding any potential disruption of the services. In line with the terms of this Decision on reuse, licences to exploit both types of data are now free of charge. *(B.I.8)*

II. Cataloguing and archiving

Cataloguing activities are necessary for the identification of publications. During the year, 41 995 legal notices and 13 825 bibliographical notices for general publications were prepared. *(B.II.1.1 and Annex III, Table 8)*



As an official Registration Agency for the Digital Object Identifier (DOI), the Office registered 185 507 DOIs for general publications and for the Official Journal. (B.II.1.2)

In the course of 2013, the Publications Office participated in the work of the Thesaurus working group, involving managers of various EU and international thesauri with the aim of carrying out collaborations for the maintenance and the dissemination of their respective multilingual thesauri. The Publications Office pursued the semantic alignment of EuroVoc with the concepts of a number of specific thesauri. (B.II.1.3)

The paper edition of the *Interinstitutional style guide* produced in 2011 and 2012 proved to be a success, with requests coming from all over the world. The consultation of the style guide website continued to grow. In 2013, 62% of the page views for the Publications Office website concerned the style guide. (B.II.1.4)

Metadata standardisation continues to be a major task for the Office under the guidance of the Interinstitutional Maintenance Metadata Committee (IMMC). The Publications Office chaired the DCAT Application Profile (metadata standards for open data portals) working group in close collaboration with ISA programme (Commission DG Informatics (DIGIT)). (B.II.1.5)

The common repository, the CELLAR, is worldwide one of the largest 'triple stores', which means it is one of the most important semantic data sources of the Web. It is also the reference repository for the legally binding electronic edition of the OJ. By year-end its loading with legal document collections managed by the Publications Office was almost completed: the CELLAR's content represents a total of 67 million files related to more than 1 300 000 documentary units. This information is accessible through the EUR-Lex portal. In terms of storage a volume of 5.23 terabytes of data and of 2.8 terabytes of metadata were in the CELLAR at the end of the year. (B.II.2.1)

In the scope of its mandate for the long-term preservation of official publications, the Publications Office has ensured their archiving throughout 2013. Historical files have been added to the archive, in particular the collection of COM documents covering the period from 1958 to 1982. By year-end, the electronic archive (EUDOR = European Document Repository) contained 50.2 million individual files, which represent a volume of 14.59 terabytes. (B.II.2.2)

III. Physical distribution and promotion

The total number of copies of paper publications distributed continued to decline, falling by 16% compared to the figures of 2012 to under 15 million copies. The number of copies ordered rose by 9%, but this increase could not compensate for the drop of over 30% in the number of copies distributed by mailing lists. (B.III.1 and Annex III, Table 9)

Overall, the number of copies held in stock decreased to under 19 million copies (a reduction of 28% compared to 2012). This is partly a direct consequence of the reduction in the number of copies received, and partly due to a positive reaction to de-stocking proposals. (B.III.2 and Annex III, Table 10)



The Office continued to encourage authors to adopt realistic initial print runs and use digital reprinting and/or print-on-demand services for subsequent needs. A new project with the Commission's DG Communication that started in 2013 aims to print key titles only to order. *(B.III.4)*

The public appeal of the Office's social media accounts (Facebook, Google+, Twitter and YouTube) has significantly increased, drawing more traffic and interest in its principal websites. The Office participated in 10 fairs and exhibitions, promoting both online services and publications. The Office's services were presented to EU officials as well as to visitors groups, including a delegation of the National Printing Bureau of Japan. *(B.III.5)*

IV. Public websites

The **new EUR-Lex** portal has been accessible to the general public since March 2013, with the current system running in parallel. From 1 July 2013, the new website is the single access point for the electronic authentic Official Journal. Users may verify the signatures through a platform integrated in the daily production and publishing chain. The migration of collections from current to new EUR-Lex is being finalised. Work has continued regarding the addition of new-generation connectors providing access to national sites via N-Lex. *(B.IV.1 and Annex III, Graph 4)*

As of 2012, the Office is responsible for the development, hosting, maintenance and operational activities of the **EU Open Data Portal, a tool promoting reuse of the EU public sector information**. Following several functional and security improvements of the portal, version 1.0 was installed in December 2013. At the same time, the Office has been raising awareness about open data publishing, encouraging Commission DGs, institutions, EU agencies and other bodies to join the project and publish their data. The number of data providers has tripled since the end of last year and the number of datasets has increased significantly. First promotional activities towards data consumers have been initiated. *(B.IV.2)*

As far as **TED** is concerned, the Publications Office continued developing the eTendering platform with 13 participating Commission DGs, opened the access to this service to other institutions and bodies and collaborated with DIGIT on eSubmission. Web services to all eSenders were extended, allowing them to submit their notices through the Web, and reporting on the status of the received notice was improved. The Office continued to develop the new production monitoring system that is able to provide real-time follow-up, and also a new postal address management system to reduce postage and DVD costs. *(B.IV.3 and Annex III, Graph 3)*

The Publications Office's dissemination policy to enable free-of-charge online access to EU publications for all citizens is ensured via the **EU Bookshop** website. EU Bookshop's online visibility has been enhanced through the dissemination of bibliographic data among major European libraries and through further search engine optimisation, thereby allowing citizens to find publications in an easier and more user-friendly way. Furthermore, European Union institutions' studies financed by the EU budget and a new section featuring e-books became available and searchable. *(B.IV.4 and Annex III, Graph 6)*

Recent developments of **CORDIS**, the Community Research and Development Information Service, have reinforced its role as the European Commission's primary public repository and portal to disseminate information on the EU-funded research projects and their results in the broadest sense. 2013 indicators demonstrate that with its long and trusted online presence and



excellent ranking by internet search engines, *CORDIS* remained a popular science information service with more than 5.5 million visits to the website and over 33.5 million consulted pages, maintaining an overall availability of 99.9%. *(B.IV.5 and Annex III, Graph 5)*

Since 1994, the **EU Whoiswho** is the official public directory which presents the organisational charts of the EU institutions in all official EU languages. This service is available in digital format as a PDF and in print, and can be viewed on mobile devices and web browsers. *(B.IV.7)*

C. Management

I. Human resources

The Office's establishment plan was reduced to 662 officials. *(C.I.1, Annex III, Table 20 and Graph 1)*

Training priorities in 2013 included the development of technical expertise in editorial techniques and electronic publication. *(C.I.2)*

II. Budget

In 2013, the overall budget managed by the Publications Office amounted to EUR 140.98 million (EUR 145.40 million in 2012). The Office issued recovery orders for a total of EUR 18.47 million. *(C.II)*

III. Procurement

The Office managed 475 contracts in 2013 and finalised 43 tender procedures. *(C.III and Annex III, Tables 40 to 47)*

IV. Enterprise architecture

Enterprise architecture and, in particular, business process modelling (BPM) are established as common methodologies to support an appropriate level of description of services functionalities and workflow. Currently 1 935 business process models are kept up to date in a repository. *(C.IV)*

V. Infrastructure

A major reorganisation, effective as of 1 January 2013, led to moving offices for 550 colleagues.

The ongoing refurbishment of the ex-print-shop will provide 45 offices allowing the hosting of colleagues previously working at the Distribution Centre located in Gasperich, by the end of 2014.

Regarding the transfer of building management and SHT tasks from the Office to OIL, the 'hand-over/take-over-agreement' was signed by the two Offices on 28 October 2013. *(C.V)*



VI. Internal control environment

The internal control coordination confirmed that risks within the Office are adequately managed. Contracts with a value above the open procedure threshold were evaluated before renewal and analysis of the exceptions registers was conducted. Actions to mitigate risks were implemented. (C.VI.1-3)

In 2013, the internal audit capability (IAC) issued an audit report on the management of IT projects in Directorate C and conducted two further audits: one on the execution of the Office budget and another on selected public procurement procedures. (C.VI.4)

VII. Internal environmental management

The 'SuperDrecksKëscht fir Betriber' label was renewed in 2013. It is to be noted that the Publications Office has been using 'green energy' from January 2011. (C.VII)

D. Internal communication and social dialogue

The YourOP site is the main in-house communication tool. All information on procedures, organisational questions and progress of major projects is published regularly on this site.

At joint meetings with the Local Staff Committee, major issues such as reorganisation, promotions, staff regulation reform and staff reduction, flexitime, health and safety were discussed.



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

The Publications Office of the European Union has been transformed from the traditional publishing house of the institutions, agencies and other bodies of the European Union to a centre of excellence in the field of documentation, structuring and dissemination of information produced by these organisations.

The Office provides online and free-of-charge access to European law and publications of the European Union.



Principal indicators of the Publications Office's activity from 2004 to 2013

Sector	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	% change 2013/2012	% change 2013/2004 (*)
Access to Law												
EUR-Lex												
Pages consulted	135 419 320	132 887 878	251 010 653	340 010 035	249 036 902	278 406 826	181 900 157	179 329 314	195 785 952	195 785 952	+9.18	+44.58
Visits	67 339 555	72 568 187	83 925 264	60 837 084 (†)	58 092 170	60 837 084 (†)	4 671 223	5 287 263	5 565 305	71 451 592	+12.98	+6.24
Available documents	2 300 000	2 582 892 (**)	3 019 904 (**)	43 404	12 740 (**)	97 336	99 30	362	355	355	+5.26	+141.97
Uploaded documentary units	14 229	12 958	96 30	360	352	352	350	583 354	568 114	568 114	-46.78	+195.14
Availability (%)	95.00	86.75	96.30	97.36	99.80	99.80	99.80	99.80	99.80	99.80	+0.20	+5.05
OJ L issues	396	352	426	369	360	352	350	362	355	355	-1.93	-10.35
OJ L pages	388 286	409 827	574 016	471 769	654 009	456 929	496 515	583 354	568 114	568 114	-2.61	+46.31
OJ C issues	469	442	460	404	473	467	515	549	601	601	+9.47	+28.14
of which OJ CE issues	47	31	46	16	43	32	46	46	717	717	+154.35	+148.94
OJ C pages	371 204	325 610	377 207	484 313	526 399	435 259	499 576	511 757	1 168 964	1 168 964	+128.42	+214.91
of which OJ CE pages	196 127	93 755	132 331	184 684	202 300	123 225	149 610	158 496	831 009	831 009	+424.31	+323.71
Other budgetary documents' pages	49 566	90 127	93 512	83 986	86 014	87 978	69 334	103 782	76 018	76 018	-26.75	+53.37
Proofread pages (OJ)	426 634	445 471	570 000	457 878	356 881	509 478	527 939	384 835	384 835	384 835	-27.11	-9.80
Public procurement												
TED												
Pages consulted	19 190 557	25 130 525	26 433 790	26 169 196	23 610 988	29 002 475	29 200 615	37 583 820	40 148 205	58 399 017	+45.46	+204.31
Visits	9 183 679	8 160 054	8 207 136	99 90	99 90	99 90	11 204 320	13 213 458	12 754 369	12 754 369	-3.47	+38.88
Availability (%)	99.91	99.97	339 519	307 231	339 519	363 230	391 395	411 850	414 836	443 079	+6.81	+99.78
Notices published in the OJ S	221 786	249 435	268 060	307 231	339 519	363 230	391 395	411 850	414 836	443 079	+6.81	+99.78

(*) Changes reflect the variation between 2013 and the year of the beginning of the activity/budget line.

(**) Figures slightly adjusted after introducing a more transparent method of calculation.

(†) This decrease compared to the previous years is mainly due to a change in the statistical tool.



Sector	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	% change 2013/2012	% change 2013/2004 (*)
Publications												
EU Bookshop												
Pages consulted	5 146 243	6 782 333	9 851 997	12 710 648	13 348 767	11 392 285	7 260 564	9 054 921	10 774 157	10 774 157	+18.99	+109.36
Visits	453 922	652 000	1 114 096	1 355 304	1 857 478	1 181 856	928 486	1 150 559	1 797 443	1 797 443	+56.22	+295.98
Available titles	4 526	23 847	25 817	30 397	58 240	83 344	87 642	92 524	98 758	98 758	+6.74	+2 082.02
PDF files downloaded	257 724	349 252	502 826	783 073	2 990 921	3 054 490	712 399	724 695	1 049 782	1 049 782	+44.86	+307.33
Availability (%)	99.90	99.90	99.90	99.90	99.90	99.90	99.90	99.90	99.90	99.90	-1.24	-1.23
Publications produced	7 080	6 983	6 896	6 107	8 446	6 783	6 671	5 972	5 816	9 153	+57.38	+29.28
CORDIS												
Pages consulted			61 966 397	73 465 597	41 640 620	32 989 429	26 865 421	29 413 823	34 467 810	33 578 066	-2.58	-45.81
Visits			16 430 980	7 915 048	4 580 459	4 698 327	6 406 548	5 503 214	6 406 548	5 503 214	-14.10	-66.51
Availability (%)			99.80	99.69	95.96	99.03	99.71	99.89	99.71	99.89	+0.18	-0.09
Identifiers (‡)	5 169	5 667	7 518	11 419	13 037	14 285	14 007	13 036	16 578	19 335	+16.63	+274.06
Proofread pages (general publications)	269 721	285 862	281 773	557 882	703 102	650 990	763 922	505 622	797 174	1 097 640	+37.69	+306.95
Information and online assistance — Number of contacts	34 172	36 851	50 834	65 912	61 721	55 077	46 962	38 979	33 784	34 715	+2.76	+1.59
Copies distributed (million)	57.10	50.30	46.30	35.90	46.30	31.10	27.10	21.59	17.92	14.97	-16.46	-73.78
Copies in stock (million)	35.50	38.30	31.70	34.50	38.90	36.90	35.70	28.67	26.10	18.77	-28.08	-47.13
Mailing addresses managed	1 141 989	714 908	784 923	804 371	679 835	589 780	515 612	515 097	411 132	422 387	+2.74	-63.01
Invoiced sales <i>of which monographs</i>	8 945 375	8 356 484	5 179 660	4 449 816	3 894 451	2 992 742	2 429 301	1 872 062	1 449 607	876 570	-39.53	-90.20
			217 149	117 154	192 810	117 154	83 462	76 681	98 633	119 677	+21.34	-44.89
Priced subscriptions	20 936	16 167	12 759	10 095	7 942	6 081	4 189	3 052	2 443	1 122	-54.07	-94.64
Administrative budget												
A-342/26.01 09	77 813 829	81 070 425	80 343 379	88 158 783	87 062 239	89 559 305	90 087 979	90 710 028	90 588 018	90 731 564	+0.16	+16.60
Operating budgets												
Consolidation (A-343/26.01 10)	4 345 136	1 998 675	2 885 891	1 989 051	1 931 159	2 093 581	1 557 638	1 499 907	1 250 000	1 419 978	+13.60	-67.32
OJ L&C (A-340/26.01 11)	33 455 117	19 995 166	23 122 812	18 821 204	20 012 411	12 941 132	12 267 025	12 145 981	13 106 267	21 484 161	+63.92	-35.78
Summaries of legislation										886 032		
OJ S (Public procurement) (B5-304/26.02)	30 488 827	19 575 124	24 733 797	22 821 286	14 341 470	13 560 386	15 030 295	12 044 332	13 615 202	8 146 622	-40.17	-73.28
CORDIS (02.0301) (‡)	21 274 326	3 972 120	23 078 296	6 999 999	7 000 000	9 799 999	5 669 998	7 200 000	7 720 000	7 898 421	+2.31	-62.87
Other production costs	34 204 770	35 841 669	29 211 676	34 086 692	35 708 174	27 513 829	25 897 596	19 982 249	18 796 530	9 722 532	-5.95	-71.58
Staff (officials)	536	635	635	655	655	654	672	672	665	662	-0.45	+23.51

(*) Changes reflect the variation between 2013 and the year of the beginning of the activity/budget line.

(‡) Identifiers attributed to every publication physically distributed by the Office.

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

**Principal indicators
of the
Publications
Office's
activity from
2004 to 2013
(continued)**



A. Policy strategy

I. The Management Committee

The Publications Office is governed by an interinstitutional 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 European Central Bank participates as observer. The Management Committee, in the common interest of all institutions, adopts the strategic objectives of the Office and the rules governing its operation, sets the guidelines for the general policies, particularly as regards publishing, sales and distribution, and ensures that the Office contributes within its areas of competence to the formulation and implementation of the institutions' information and communication policies. These tasks are outlined in Decision 2009/496/EC, Euratom on the organisation and operation of the Publications Office, as modified by Decision 2012/368/EU, Euratom.

In 2013, the Management Committee met on 5 July (Members), 15 March, 24 May and 18 October (Substitute Members). They adopted and/or discussed a series of important issues related to the future of the Office's activities, such as the evolution of the Office and its new tasks, the EU Open Data Portal and the reuse of public sector information, the importance of the standardisation of metadata, the consolidation of legislation and the eventuality of conferring to it legal value. The Management Committee followed closely the progress of the file on the authentic online edition of the Official Journal and the impact on the paper edition. The Members' attention was also drawn to the files relating to the production of the *acquis communautaire* in Croatian and the creation of a repository dedicated to the studies financed by the EU budget.

Quarterly information reports on the Office's production, dissemination and administrative tasks were communicated by the Office's Director to the Management Committee. Furthermore, five files were submitted to the Management Committee by way of written procedure.



II. Beyond the transformation programme

The transformation programme created the conceptual basis for a new architecture and put in place a simplified, reliable and scalable infrastructure for electronic publishing and dissemination allowing for the introduction of new media and facilitating the shift from paper to electronic production.

Among the concept's key components, the CELLAR (content and metadata repository) contains legal document collections managed by the Office and supports, as of 1 July 2013, the publication of the legally binding electronic version of the Official Journal.

Work is ongoing with the new EUR-Lex, which is constantly enriched with new collections, so as to become the main gateway to EU law.

Metadata standardisation is well advanced. The Office is currently working in cooperation with the institutions in order to extend the common metadata set agreed upon and have it adapted to the institutions' needs.

Alignment of business processes and supporting IT systems continues.

Electronic-first production was generalised after implementation of new contracts that entered into force in 2013. These contracts allowed the shift from print to electronic-first production: the Office offers multimedia production and provides several deliverables upon request.



III. Relations with institutions and other bodies

1. Relations with institutions

Relations with author services were further strengthened.

In order to improve the communication with institutions and other bodies, the **PubliCare** website was revamped and enriched. It covers all services offered by the Office and can be consulted by all institutions and agencies since access is ensured via the ECAS identification.

Three 2-day annual seminars (for agencies, institutions and representations of the European Commission and information offices of the European Parliament) were organised in April, June and November 2013.

The 'Front Office' ensures customer support and manages requests for services in the field of general publications. In 2013, 145 author services of the institutions, bodies, offices and agencies of the European Union used the services offered by the Publications Office for their general publications.

The Office continues to play an active role in the 'Interinstitutional working group on studies'. In order to ensure the public display of the studies produced by the institutions, the Office built on the current production workflow and integrated the studies in the general publications collection. It will take the lead role in the establishment of an interinstitutional database of studies.

2. Service level agreements

Several financial and specific service level agreements (SLAs) were launched in 2013.

SLAs on financial management arrangements for the production of general publications and related services have been signed with the Court of Justice, the Court of Auditors and the European Economic and Social Committee, with four Directorates-General of the European Commission and three agencies (European Banking Authority, European Asylum Support Office, European Insurance and Occupational Pensions Authority).

An amendment to the existing SLA with the Office for Infrastructure in Brussels was signed to take into account the new collaboration on digitisation projects.

Another SLA was signed with the Office for Infrastructure in Luxembourg for the take-over of building management.

The revision of the current standard model SLA, necessary to take into account the evolution of the services offered by the Office, was postponed until 2014. It will integrate all the services offered by the Office, including the EU Open Data Portal.

3. Other organisations

The **European Forum of Official Gazettes** — the informal association of organisations responsible for publishing the national legal gazettes — held its annual meeting in Zagreb in September. The objectives of the Forum, active since 2004, are to exchange ideas and information on publication processes, technology and best practices between the official publishers.



The theme chosen for the 2013 annual meeting was related to the opportunities and the challenges brought to official gazettes by the open data approach. The working group on Linked Open Data focused on the implementation of the European Legislation Identifier (ELI) at both European and national level. Legislative consolidation and codification were the topics addressed by the second active working group 'The Future of Official Publications'.

The Publications Office ensures the secretariat of the Forum and is responsible for the management of its publications and of its website, guarantees the coordination of the work of the Forum's groups and provides technical and organisational support when needed.

During 2013, the sale of subscriptions was managed via a **sales agent network** of 29 commercial distributors. This activity concerned the remaining priced subscriptions to the various OJ editions (paper, with or without DVD, or DVD only). At the end of 2013, and following the entry into force on 1 July 2013 of Council Regulation (EU) No 216/2013 of 7 March 2013 on the electronic publication of the *Official Journal of the European Union*, all subscriptions to the OJ L and C series were discontinued. The single remaining subscription concerns the OJ S on DVD-*Supplement to the Official Journal of the European Union* (Public Procurement notices). The DVD production and the management of this subscription will continue until a security certificate on the TED website is set up.

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 to link, on the one hand, the European institutions established in Luxembourg and, on the other hand, the actors and institutions of Luxembourg's academic, financial, economic and legal fields.



B. Activities

I. Production

1. Official Journal and Jurisprudence

As of 1 July, all issues of the electronic edition of the *Official Journal of the European Union* are signed electronically.

Compared to 2012, the volume of the OJ L series decreased by 2.61%, from 583 354 pages in 2012 to 568 114 pages. The volume of the C series increased by 128.42%, from 511 757 pages in 2012 to 1 168 964 (see Annex III, Tables 1 and 2). This increase in the OJ C series is due to the publication of the backlog of written questions with answers produced by the European Parliament.

The number of issues published in 2013 was 355 for the OJ L series and 601 for the OJ C series (of which 102 OJ CA and 117 CE), compared to 362 and 549 respectively in 2012 (see Annex III, Table 2).

For one OJ (L 347), the paper edition is legally binding as a late delivery didn't allow upload of the electronic edition on EUR-Lex on time.

The DVD edition of the OJ L and C series continued to be produced throughout 2013 in 22 languages. All monthly editions were delivered within the agreed deadlines. As the online edition of the OJ is legally binding, the Management Committee decided to stop the DVD production by the end of 2013. The Annual Report of the Court of Auditors was published as a thematic CD-ROM.

1.1. Budgetary documents

The number of pages of the draft general budget totalled 51 700 printed pages (2 350 pages per linguistic version). The total volume of other budgetary documents produced decreased by 26.75% and reached 76 018 pages (first draft budget, document de travail and Teletab on paper; electronic version: the line-by-line budget, the draft amending budgets and the draft amending letters) (see Annex III, Tables 1 and 2).

1.2. Secondary legislation

In the context of the 2013 enlargement, the publication of secondary legislation in Croatian started in 2012. By the end of 2013, 131 295 pages were published in 395 volumes of a Special Edition of the Official Journal, representing 86% of all pages to be published. The remaining pages will be published gradually during 2014, once received.

1.3. Case-law production

In 2013, the last 769 paper volumes of Reports of Cases were published for the three jurisdictions of the Court of Justice.



In accordance with the decision of the Court of Justice, the Publications Office started the implementation of a new contract for the production of case-law. In this framework, case-law will be published exclusively in electronic format, the first four volumes having been published on EUR-Lex by year-end.

2. General publications

The number of titles produced saw an important increase in 2013 and attained 9 153 (+ 57% compared to 2012), whereas the percentage of printed copies, as well as the overall amounts spent on publishing, decreased.

New contracts and new workflows based on single well-structured and searchable content for diverse media resulted in a more efficient and economical use of resources, both financial and human.

A new production contract entered into force in May 2013 which permits multichannel production, providing well-structured and searchable texts. It covers all types of electronic products such as apps, mobile websites and audiovisual products. The conversions from PDFs to e-books for a large number of existing titles are also covered. The first 8 months' results show that production costs and time have been drastically reduced. The shift from paper-only to multichannel production is now a clear trend.

Another trend which has gained traction is that of flexible on-demand printing.

While the total amount spent on general publications decreased by approximately 29%, the processing of order forms and invoices increased by some 30%.

2013 marked the second year of production of e-books based on the decisions of the Interinstitutional Committee on e-books created at the 2012 initiative of the Office's Management Committee. During the year, 272 e-books or flipbooks were produced, as well as conversions from already existing publications as stand-alone or part of new publications.

Amongst the flagship titles produced in 2013 were:

- the 2012 *General Report on the activities of the European Union*,
- the *Annual Report of the Court of Justice*,
- the *Special Reports of the Court of Auditors*,
- Council's e-book *Civil Law — European Judicial Cooperation*,
- *Berlaymont Summa Artis II*,
- Europol's *It started with a thought*.

In line with the increasing importance and popularity of electronic media, the above-mentioned *General Report on the activities of the European Union* appears as an e-book, in addition to the paper version, the number of printed copies having been markedly reduced.

3. Quality control

A total of 1 482 475 pages were proofread in 2013, an increase of 12.1% compared to the 1 322 485 pages proofread in 2012, broken down as follows.



3.1. Official Journal

A total of 384 835 pages of the Official Journal were proofread in 2013, a decrease of 26.7% compared to 525 311 pages in 2012. This decrease was due in part to the 'Early Reading' project developed by the Publications Office with the Council and the Parliament in the framework of the Commission initiative 'Smart regulation'. The project consists of proofreading documents before their adoption with a goal of improving their legislative and linguistic quality, far more time-consuming than checking format (tables, footnotes, web links, etc.) after their adoption. In 2013, 73 437 pages were handled through this procedure, which represents an increase of more than 123% from the previous year when the project was launched. The cooperation with the institutions is still ongoing in order to standardise and improve procedures.

3.2. General publications

In total, 530 961 pages, all languages included, were processed by the proofreading services during 2013, an increase of 58.7% compared to 334 546 pages in 2012. This important increase was driven by the notable upsurge in the number of general publications and language versions produced in 2013.

3.3. Case-law

In total, 566 679 pages of case-law were proofread in 2013, an increase of 22.5% compared to 462 628 pages in 2012. This increase was driven by the large backlog of case-law published during the year.

4. Graphic design

The team of designers continued to take on new clients and consolidate their range of services to existing clients. Among new clients were the European Banking Authority in London, the eu-LISA agency in Tallinn and Commission DG Enterprise and Industry as a returning 'new' client.

A total of 211 graphic design projects were produced in 2013. Items produced included two apps for Eurostat and a children's book for the Commission Representation in London. The team started preparatory work for a series of posters and leaflets for the 2014 EP elections.

The team assisted the Commission's DG Communication with the preparation of the design and visual material for the *General Report* and the Secretariat-General by providing the complete layout for the second volume of the *History of the European Commission*.

5. EU public procurement

In 2013, the total number of published notices on TED reached 443 079, which represents an increase of 6.81% compared to 2012. The volume of notices received in structured electronic format stood at 95% of the total. Publishing deadlines were met for more than 99% of the documents as was the case in 2012 (see Annex III, Table 4, and Graph 3). The current contract for production of the OJ Supplement (OJ S) proved in its first year of exploitation to significantly lower production costs. The new production monitoring tool (TED-Monitor) was further developed, enabling real-time follow-up.



6. Consolidation

Consolidation of EU legislation is a permanent task; it contributes to the implementation of the Commission initiative 'Smart regulation'. Consolidation is pursued in all official languages. At the end of 2013 the number of legal acts in force which were consolidated reached 3 449.

Providing legal value to consolidated texts would be a major step in terms of simplification and access to legislation; furthermore it would save both financial and human resources. Discussions within the Commission and at the level of the Management Committee are ongoing.

7. Copyright

In 2013, the overall number of copyright requests decreased slightly (722 compared to 841 in 2012). The reason may be due to a gradual awareness of the free reusability of the European institutions' works, in particular those of the European Commission.

Conversely, the Publications Office pursued its actions to improve awareness of the reuse policy as well as knowledge and respect of copyright matters, especially regarding third-party copyright. 33 regular training sessions and customised presentations on copyright were held in 2013 (14 in 2012).

8. Reuse of content

Throughout 2012, the Publications Office continued implementing the reuse policy as applied to Commission documents by Decision 2011/833/EU of 12 December 2011.

8.1. Licences

The EUR-Lex and TED websites provide free access to European Union law and public procurement notices respectively. In addition, the Publications Office offers a customised service via licences to further facilitate the reuse of the content of these databases in XML format.

This customised service, enabling massive and simultaneous extraction of data to satisfy the specific needs of licence holders, requires a dedicated IT infrastructure to prevent service disruptions to EUR-Lex and TED users. This includes periodic extractions and storage of data on a dedicated FTP server, which is accessible to licence holders. Finally, a helpdesk service is available to assist licence holders' queries.

In line with the terms of the Decision on reuse, the Publications Office ceased, at the end of 2013, to charge companies holding TED licence agreements, as it did in 2012 for EUR-Lex licence holders. It is also expected that further technical evolution will render these free licences unnecessary. Each of the TED licence agreements was duly amended during the second half of 2013, including, where appropriate, the financial reimbursement of the proportional part of the annual fees charged for the reuse of TED during the first half of 2013. The results of these financial settlements are reviewed in Annex III, Tables 19 and 35.

In 2013, the Publications Office's helpdesk addressed 351 questions (185 in 2012) raised by citizens and companies on the reuse of data and licences (168 for EUR-Lex and 183 for TED).



In December 2013, the number of companies holding licence agreements for TED increased to 131 (121 in 2012). As a result of the free availability of EUR-Lex licence agreements since mid-2012, they more than doubled compared to the previous year, reaching a total of 50 licences (in contrast to 23 in 2012).

Regardless of the free online access to both TED and EUR-Lex websites, the above-mentioned figures confirm the permanent demand for customised extractions of these databases in 2013 as well, together with the associated adaptation of technical processes and IT infrastructure to satisfy reusers' needs.

8.2. Editorial partnership and co-publishing

A total of 19 new co-publication projects with international organisations were started in 2013, of which 15 resulted in a publication.

In addition, one editorial partnership project and six co-publication projects started in 2012 were completed in 2013.

Overall therefore, 22 publications were completed in 2013.

II. Cataloguing and archiving

1. Indexation and publishing tools

1.1. Legal documents collections

The number of notices loaded during the year in the different CELEX sectors of EUR-Lex attained 41 995 (see Annex III, Table 8), of which 26 917 were notices indexing the written questions of the Parliament related to previous years.

The CELEX sector 8 (national case-law) includes amongst others the JURE collection. This collection contains the national case-law (judgments accompanied by a summary and further metadata) related to the 2007 Lugano Convention and several other legal instruments pertaining to judicial cooperation in civil and commercial matters. The Publications Office took over the operational management of the dissemination of this collection from the Commission's DG Justice as of 1 October 2012.

The European Union case-law belonging to the JURE collection is available in EUR-Lex (CELEX sector 6).

It will be possible to search these two parts of the JURE collection in a unified manner on the new EUR-Lex.

1.2. Publications

During the year 13 825 bibliographical notices were produced for general publications.

In total, 19 335 catalogue numbers were allocated in 2013 compared to 16 578 in 2012 (+ 16.6%). These figures include both new requests for publications and requests for reprints.

For the international identifiers the breakdown is as follows:

- 3 138 ISSNs (– 40% compared to 5 193 in 2012),
- 14 811 ISBNs (+ 42% compared to 10 444 in 2012),
- 158 507 DOIs, of which 10 209 for general publications and other projects, and 175 298 for the Official Journal (+ 18.2% compared to 8 046 DOI for general publications in 2012).

Furthermore 753 publications received an EUR number (identifying scientific reports of the Commission) in 2013 compared to 511 in 2012.

The significant decrease in the number of ISSNs allocated during the year is due to the reduction of periodicals.

The increase in ISBNs was partly due to the fact that authors produced their publications in multiple formats, thus requiring several ISBNs for a given title where previously only one would have been assigned. There was also a significant increase in the overall number of publication requests. This can be explained in part by a knock-on effect of the heightened awareness of authors that they should identify all their publications with the Publications Office, including studies.

The decrease in DOI registrations for the Official Journal was linked to a technical issue resolved by January 2014, otherwise the overall annual figure would have shown a slight increase.



The Publications Office currently offers access to its metadata for general publications through its Online Public Access Catalogue (OPAC). This site permits the downloading of bibliographical records for reuse. The records are offered in a standardised format which can be exploited by many libraries and information aggregators. In 2013 the Office also provided customised exports of its bibliographical records on request. Under this scheme the Publications Office exported 77 124 new or modified records. The requesting parties then shared these records with their partners, thus resulting in further dissemination and reuse. This contributed in turn to an increased visibility of the EU general publications.

1.3. EuroVoc

The installation of VocBench 2.0, the new system for the EuroVoc terminology maintenance, started in December 2013. VocBench is a web-based multilingual and fully SKOS compatible open-source vocabulary editing tool, developed by the Food and Agriculture Organization of the United Nations (FAO) and the Tor Vergata University of Roma. The objective is to use VocBench 2.0 as a production system for EuroVoc as well as a tool to assist the future collaborative thesauri maintenance.

The work for the preparation of the next EuroVoc release (4.5) started in 2013. As a result, 61 new concepts have already been approved by the Maintenance Committee and around 50 other concepts have been reviewed and are ready to be submitted for approval to the Committee.

In 2013, the Publications Office continued to follow the activities of the Thesaurus working group. This working group is composed of managers of various EU and international thesauri and aims to offer precise terminology for various domains. Furthermore, it promotes the development of thesauri by facilitating their alignment. This activity will initially target the following thesauri: TESE (Education, Audiovisual and Culture Executive Agency — EACEA), OSHA (European Agency for Safety and Health at Work — EU-OSHA), GEMET (European Environment Agency — EEA), ETT (European Centre for the Development of Vocational Training — Cedefop), Inspire Feature Concept Dictionary (Joint Research Centre — JRC), ECLAS (used by the Commission library), ESCO (DG Employment, Social Affairs and Inclusion — EMPL) as well as AgroVoc (Food and Agriculture Organization of the United Nations) and the European Thesaurus Project (German Institute for International and Security Affairs). The network has been enlarged to include FRA (European Union Agency for Fundamental Rights) and EIGE (European Institute for Gender Equality), which provided the Office with their terminologies in order to be integrated as part of EuroVoc.

The alignment works identified a number of shared concepts between the specific thesauri and EuroVoc, for example, 11% for TESE (EACEA Executive Agency), 20% for EU-OSHA, 60% for ETT (Cedefop), 66% for GEMET (EEA), 44% for ECLAS (EC Library), 23% for UNBIS (United Nations) and 7% for AgroVoc (FAO).

By the end of 2013, new developments on the EuroVoc website started to make the website fully compliant with the W3C and semantic web recommendations and to offer dereferenceable uniform resource identifiers (URIs) for all the representations of EuroVoc resources, i.e. the whole EuroVoc thesaurus, the concepts and the alignment.

Seventy licence agreements were concluded from January to October 2013 (80 in 2012). From November 2013, the EuroVoc terms of use were modified according to the reuse policy implemented by the Commission Decision of 12 December 2011 and the EuroVoc thesaurus



for commercial or non-commercial use is now authorised without having to be a registered user of the EuroVoc website. The XML or SKOS/RDF formats can be downloaded from the EU Open Data Portal directly.

1.4. Style guide

The paper edition of the *Interinstitutional style guide* produced in previous years proved to be a success, with requests coming from all over the world and some 3 400 copies distributed. Reprinting was launched again for several linguistic versions (DE, EN, ES, IT, SK). The harmonisation process of data related to countries and currencies, undertaken with the Council and the IATE team, continued in 2013 and has been extended to agencies. The harmonisation process was extended to metadata authority tables related to the same elements.

The consultation of the style guide website continued to grow: 1 151 162 unique visitors and 1 353 355 visits (+ 23% and + 20% compared to 2012). In 2013, 62% of the page views for the Publications Office website concerned the style guide site (2 436 293 page views from a total of 3 931 014).

1.5. Metadata standardisation

In 2013 the standardisation activities within the Interinstitutional Metadata Maintenance Committee (IMMC) focused on the specific extensions of the core metadata schema for the exchange of legal information between the institutions and the Publications Office as well as between the institutions themselves. The extension schemas of the Commission are available on the Metadata Registry website; work on the extension schemas for the other institutions is in progress. The IMMC will continue its standardisation activities. Thanks to the successful results achieved in 2013, the scope of the IMMC activities will be widened.

Extending its standardisation activities to the metadata used in the Open Data domain, the Publications Office has chaired the DCAT Application Profile working group in close collaboration with the ISA unit of Commission DG Informatics. The work of this group has resulted in the adoption of an application profile for the implementation of the DCAT standard by European Open Data Portals with the aim to facilitate interoperability.

At the end of 2013, 12 authority tables were in a stable status and made available for reuse via the Metadata Registry website, the EU Open Data Portal and the Joinup platform. Additional authority tables are under preparation.

2. Repository and archiving

2.1. CELLAR

The loading of the legal document collections managed by the Publications Office (Official Journal, treaties, consolidation, preparatory acts, case-law, etc.) into the common repository for content and metadata, the CELLAR, was well advanced by year-end. At this point in time the CELLAR contained a total of 67 million files related to more than 1 300 000 documentary units. A documentary unit is the set of data (content and/or metadata) related to a resource stored in CELLAR. Examples of documentary units are: an issue of the Official Journal, an act of the Official Journal, a decision of the Court of Justice, a public procurement notice or a general publication. A documentary unit regroups all linguistic versions and all formats (PDF, XML, XHTML, etc.) and can consist only of metadata, for example: National Implementation



Measures of European Directives. The metadata itself is represented in the standard format of the Semantic Web, RDF (Resource description framework). A metadata item in RDF is represented by a so called 'triple'. At the end of the year, the metadata part of the CELLAR contained more than 1 billion 'triples', which means that the CELLAR has become one of the biggest semantic data sources on the Web. In terms of storage the CELLAR represents at the end of 2013 a volume of 5.23 terabytes of data and 2.8 terabytes of metadata. The legal information stored in the CELLAR is accessible through the new EUR-Lex portal. The loading chains for the daily publication of the Official Journal, secondary legislation, preparatory acts and other information related to legal procedures are operational and data is loaded on a daily basis. The development of the loading chains for the daily publication of case-law and consolidation has been finished and acceptance testing is ongoing.

Moreover, as of 1 July 2013, the CELLAR is also the reference repository of the legally binding electronic version of the Official Journal.

2.2. EUDOR

In the scope of its mandate for the long-term preservation of official publications, the Publications Office has ensured the archiving of all official publications published during 2013.

By the end of the year, the electronic archive (EUDOR = European Document Repository) contained 50 234 149 individual files, which represent a volume of 14.59 terabytes. In 2013, some 3.6 million new files were sent to the archive. The majority of files are related to legislation, whilst 333 400 concern general publications. The documents are available in TIFF, PDF and XML formats. In particular, the archive contains a complete collection of the Official Journal in TIFF format.

The archive was enriched with historical files; in particular the collection of historical COM documents has been completed in collaboration with OIB. In this context, the Publications Office ensures the temporary storage of 15.66 terabytes of raw images files (TIFF) on request of OIB.



III. Physical distribution and promotion

1. Physical distribution

The total number of copies of publications distributed continued to decline, falling by 16% to 14.97 million copies compared to 2012. Distribution by mailing lists dropped in total by 31%, while distribution of orders increased by 9%. The reduction of the distribution by mailing lists was once again in line with the Commission's aim of reducing paper publications, and with the desired move from 'push' to 'pull' methods of distribution.

Work continued on the transformation of the physical distribution activity. The current model was appropriate for the days when the Office regularly dispatched over 1 million copies per week. However in recent years the total number of copies distributed has dropped dramatically, from 50 million copies in 2005 to 15 million in 2013, a 70% reduction. At the same time, the nature of the despatch has also changed, from relatively few, simple, high-volume transactions to increasingly specific and complex low-volume distribution requests, with added-value services such as bundling items or enclosing personalised cover letters. In late 2013 a call for tender was published, aiming at a single contract for integrated logistics services, to assure physical distribution when the Office leaves the current premises in early 2015.

2. Storage

At 18.77 million, the number of copies in stock at year-end was nearly 30% lower than at the end of 2012. This was due to two factors: the reduction in the number of publications produced and the active de-stocking of old titles in view of the new contract which will require the transfer of all stock held. Author services are encouraged to reduce their stocks by limiting initial print runs and using the digital reprint and print-on-demand services when a title becomes out-of-stock (see also Annex III, Table 10). The large-scale de-stocking action for the Court of Justice started in 2012, continued in 2013. There has been minimal entry into stock of titles from the new series *The Founding Fathers* managed by the Commission's DG Communication, as a monthly print run is set according to orders received online, and copies are shipped as they arrive at the distribution hub.

3. Mailing list management

The number of postal addresses and that of registered subscribers increased marginally in 2013 compared to 2012, by less than 3%. Table 11 in Annex III gives more detail. Thirty-five electronic surveys were launched in 2013: such surveys concern the establishment of the print run or the distribution plan of specific publications. In addition 29 e-newsletters and 28 e-notifications were sent.

4. Digital printing

The facility meets three sets of needs: quick turnaround, small digital (re-) prints for the author services; OP internal needs; and a print-on-demand service for out-of-stock titles. The total number of pages printed rose by 23% to around 8.5 million in 2013; this figure includes 2.3 million pages printed on behalf of the Office for Infrastructures and Logistics in Luxembourg (OIL) while their print-shop was unavailable.



5. Promotion and information

The objective of information and promotion in the Publications Office is to give more visibility to its services and products to multipliers, institutional authors and the general public, using electronic and printed media.

5.1. The Publications Office on the internet

The Publications Office's website (<http://publications.europa.eu>) provides general information about the Publications Office, its services and events. The static pages, which contain most information, are available in the 24 official languages, while selected information, such as news and events, usually exists only in English.

A monthly electronic newsletter is available since July 2013.

5.2. Promotional activities

Promotional activities in 2013 focused on specialists, lawyers, teachers and multipliers.

The Publications Office participated in 10 fairs and exhibitions, promoting all the Office's online services as well as publications and data. In order to reduce costs, the Office's participation at several events was restricted to sending promotional material. With the same objective in mind, the Office shared joint stands with other EU institutions at some fairs, such as the Brussels Bookfair. The Office was presented to a visitor group from the Official Journal of Japan.

The catalogue of key publications, which presents the most important recent publications published by the EU, was prepared in three languages as a print edition, flipping book and e-book. New promotional brochures, leaflets and roll-up were produced to present up-to-date information concerning all websites and services.

The Publications Office has continued to develop its social media strategy to increase traffic and interest in its main websites. Numbers of fans and engagement have continued to rise for all accounts. At the end of 2013, the number of Facebook fans totalled 40 000 and the combined number of Twitter followers is over 22 000. A Google+ account has also been created in addition to a Twitter account on the Forum of European Gazettes. The visibility of the Publications Office has also been increased by the web-linking activities.

5.3. User assistance

Information about official publications as well as assistance on the Office's electronic products (mostly websites) are provided by an online helpdesk. This public helpdesk is the first-level contact available for all online services offered by the Publications Office.

In 2013, the number of tickets showed a small increase of 2.8% (34 715 compared to 33 784 in 2012) (see Annex III, Table 12).

Overall, the thematic breakdown of requests for assistance was as follows:

- Public procurement (19 073) 55%
- Legislation and document delivery (7 028) 20%



■ EU Bookshop (4 935)	14%
■ CORDIS (1 988)	6%
■ Other services (1 691)	5%

A list of the 10 most frequently raised topics in 2013 can be found in Annex III (Table 13).



IV. Public websites

1. EUR-Lex – the integrated access to EU law

The new EUR-Lex is becoming the main gateway to EU law. Work on the development of the new portal continued in 2013.

Several milestones were reached:

- from March 2013 onward the new website is accessible to the general public;
- as of July 2013 it is the single access point for the electronic Official Journal;
- its language coverage was extended to Croatian.

Integration of the electronic case-law (e-Recueil) is well advanced.

The Publications Office continued the maintenance of the current EUR-Lex and of PreLex.

With regard to N-Lex, new-generation connectors to national sites were added and the interface was translated also into Croatian. Furthermore, preparations for the integration of MT@EC, the machine translation tool developed by the European Commission, have started.

It should also be noted that the *Directory of legislation in force*, the *Directory of legislation in preparation* and the *Directory of consolidated legislation* are online in EUR-Lex.

2. EU Open Data Portal

Open data portals are a key element of policies aimed at facilitating access to and reuse of public sector information. They have been and are being created in EU Member States at all governmental levels: national, regional and local. As part of the EU Open Data strategy, the European Commission decided to create its own data portal, with the possibility for other EU institutions and bodies to use it to publish their data (Commission Decision 2011/833/EU).

On the basis of its mission, interinstitutional mandate and competence with digital and semantic web technologies, the Office accepted to be responsible for the development and maintenance of the EU Open Data Portal.

A technical steering committee chaired by the Office coordinates the implementation of the portal. In 2013, the European Parliament and the European Council joined the Secretariat-General and some Directorates-General of the European Commission which are key data providers as members of this committee.

The EU Open Data Portal is already providing access to 6 400 public datasets available from 36 different data providers (Directorates-General of the European Commission, EU agencies, the European Investment Bank and the Committee of Regions). The Council, the European Parliament, the Court of Auditors and the European Central Bank also expressed the wish to publish their public data.

The data can be downloaded by everyone for reuse. The Open Data Portal puts at the disposal of data publishers, application developers and the general public, functionalities enabled by the semantic technologies which facilitate, inter alia, the linking of open data and the creation of innovative services.



3. TED

TED provides free access to business opportunities related to EU public procurement. Every week, approximately 8 500 new public procurement notices are published in five daily editions and 24 official EU languages.

The TED website registered a record figure of more than 58 million notices viewed (see Annex III, Graph 3). Throughout 2013, improvements were implemented in the TED website and new functionalities were introduced in eNotices to facilitate data input.

In 2013, the Publications Office continued developing the eTendering platform (eAccess) and also collaborated with DIGIT on phase 2 (eSubmission). By the end of 2013 thirteen Commission DGs were using the application and access to the system was opened also to other institutions and bodies.

The use of web services was extended to all eSenders. This service increased the number of online services provided to eSenders including reporting (parsing errors, publication report) and PDF generation. An enhanced (more detailed) status reporting on the received notices has been also implemented.

4. EU Bookshop

The EU Bookshop website offers free-of-charge online access to EU publications. Orders for paper publications and payments can be made online, while a facility for privileged partners supports orders for bulk distribution of selected publications.

The Office continues to play an active role in the 'Interinstitutional working group on studies'. All studies produced by the institutions are now identified and deposited with the OP. The EU Bookshop website provides free access to the public studies, including also evaluations and executive summaries. The Office will take the lead role in the establishment of an interinstitutional database of studies.

In order to respond to an ever increasing production and demand for e-books and to make them readily available to users, the .epub format was fully integrated into the website's catalogue and a new section displaying e-books was created.

The upward trend in the number of visits to the website was sustained in 2013, showing a 56% growth to almost 1.8 million (see Annex III, Graph 6). In line with this, the number of electronic documents (PDF and e-book) downloaded surged by as much as 50% compared with 2012, from 724 695 to 1 049 782.

Overall, users are very satisfied with EU Bookshop and its services in 2013. An online survey conducted in November among EU Bookshop's users and privileged partners showed a satisfaction rate with the website and services of more than 90%.

In line with the Publications Office policy on free dissemination, sales of publications continued to decline: in 2013 some 6 062 printed priced monographs/print-on-demand copies were purchased online, resulting in a 2% decrease with respect to 2012. For more details on sales, see Tables 16 to 18, 34, 35 and 39.



Meeting the demands of information and documentation centres

These centres have a 'privileged access' to place bulk orders on the EU Bookshop website and to order selected publications defined by author services. In 2013, between 250 and 300 different titles were made available for bulk orders by these bodies, which placed online orders for a total of 1 684 379 copies, representing an increase of 2.5% with respect to the 1 641 975 copies ordered in 2012.

5. CORDIS

CORDIS is the European Commission's primary public repository and portal to disseminate information on all EU-funded research projects and their results in the broadest sense, including publishable reports and deliverables, news, results in brief, success stories, and links to open access publications, data, websites, etc.

In 2013, CORDIS started a series of improvements with the launch of the 'Top Stories' service, which brings together these in-depth highlights of selected research projects, written in cooperation and on behalf of the research family of DGs and agencies. At the same time, the technology offers of the phased-out Technology Marketplace were rebranded as 'Results in Brief', which continue to provide the broader public with a multilingual overview of a project's outcome and to support the exploitation of research results.

13 247 FP6 and FP7 publishable summaries have been published on CORDIS as 'Report Summaries', documenting the progress of research as reported by the project consortiums. All content is available and linked together in an enhanced Projects and Results service, along with new tabs in the website header to improve navigation and usability.

'Results in Brief' also formed the core of the 10 annual issues of the research*eu results magazine in 2013, distributed to over 17 000 subscribers, in addition to orders and downloads of e-book, PDF and paper editions through EU Bookshop. The survey of its readers points to an overall satisfaction rate of 78.8% and planned improvements to the magazine should contribute to this positive trend.

Extensive datasets of research projects are now available through the EU Open Data Portal, and data is also provided for reuse via ad hoc extractions or direct search queries to the CORDIS repository.

The changes in 2013 reflect and consolidate the role of the Publications Office as the interinstitutional provider of high-quality data and dissemination services. They follow the progressive migration of more specialised participation services, such as calls for proposal, registration for experts, National Contact Points and official FP7 documents, to the research Participant Portal.

6. The Publications Office Portal

The project to set up a portal integrating the services provided by the Publications Office aims at providing a single point of access to the content managed by the Office.



Once ready, citizens and professionals will find there an efficient, secure and easy to use combination of online services. Using the existing Office data collections, the portal will regroup them and add typical portal layers, such as search, user access management, profiling, identification/authentication and web content management.

The portal development contract was signed in March 2013. Progress was achieved in particular in:

- the set-up of the physical site architecture,
- the achievement of the first of the four platform development phases,
- the necessary preparatory work to implement the index and search layer to answer the OP Portal multilingual needs.

The Office actively took part in the web rationalisation process initiated by DG Communication and its principles are being applied to the portal construction.

7. EU Whoiswho, the official directory of the European Union

Since 1994, the EU Whoiswho is the official public directory which presents the organisational charts of the EU institutions and other bodies in all official EU languages. This service is available in digital format, on mobile devices and web browsers, and also as a print version in English, French and German.

As far as content production is concerned, in 2013, automatic import in XML format was set up for the Committee of the Regions of the European Union and the European Economic and Social Committee. On 1 July 2013, the Croatian language was added.

Regarding content dissemination, in 2013 more than 1 500 photos and 500 external weblinks (URL) of individuals were added for five EU institutions and bodies (European Parliament, European Central Bank, European Economic and Social Committee, Committee of the Regions of the European Union, European Investment Bank). These links and photos will be added in the print edition.



C. Management

I. Human resources

1. Staff

The Office's establishment plan was reduced to 662 officials (+ 11 enlargement; – 14 redeployment tax and staff reduction) (Annex III, Table 20 and Graph 1).

Four temporary agent contracts were granted in 2013 for jobs for which no reserve list existed (two in the IT field, two documentalists).

On 31 December 2013, 20 contract agents were employed at the Office. In the course of 2013, three persons were recruited as contract agents and 10 contracts came to an end.

On 31 December 2013, 53% of all officials in the Office were women. Among AD category officials 34.30% were women and in the AST category 56.80% were women. At year-end, 40% of occupied senior management posts and 39% of middle management posts were held by women.

For the geographical balance see Annex III, Table 21.

2. Training

Priorities for 2013 included the development of technical expertise in editorial techniques and electronic publication. The average training followed was 7.6 days per staff member excluding on-the-job training.



II. Budget

1. Budgetary accounts

In 2013, the overall budget managed by the Publications Office amounted to EUR 140.98 million (EUR 145.40 million in 2012) (see Annex III, Table 22).

Tables 23 to 25 in Annex III show appropriations for which the Director of the Office is authorising officer either by delegation or by subdelegation or by co-delegation.

Tables 26 to 29 in Annex III show the outturn of the commitment and payment appropriations, the commitments to be settled by year-end and the situation on revenue and income. Graph 7 shows the overall breakdown by institution of the Publications Office costs for 2013.

In addition to the resources delegated to the Director of the Office from the Commission's budget, the Publications Office called on financial resources of the institutions for the payment of publications for which the Office gives technical approval (EUR 9.72 million during the financial year 2013, see Annex III, Table 30).

The Office issued recovery orders for a total of EUR 18.47 million. The recovered amounts enter into the budget as assigned revenue in the corresponding budget headings (see detail by budget line in Annex III, Table 31). The 542 recovery orders issued in 2013 primarily concern:

- expenses related to the cost of the Official Journal and Summaries of Union legislation (advanced recovery orders),
- 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 36 and 37 in Annex III give details of commercial activity to 31 December 2013 and of the operating accounts for the financial year 2013.

It should be noted that the amount included to provide for doubtful debts stands at EUR 166 602 on 31 December 2013 (2012: EUR 166 602). The Commission has been informed accordingly and will include the provision in its Financial Statements (see Annex III, Table 36).

2.2. Sales revenue

In 2013, sales revenue collected amounted to EUR 899 285.25, compared to EUR 1 584 474 in 2012. The breakdown by institution is given in Annex III, Table 38.

Net sales invoiced stood at EUR 876 570.27 in 2013, compared to EUR 1 449 607 in 2012. For details on invoiced sales by type of product, see Annex III, Table 39.

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



III. Publications Office procurement

The Office finalised 43 tender procedures during the year, of which:

- 33 procedures were concluded with the signature of new contracts or amendments to existing contracts,
- 1 procedure for which the contracts were not yet signed on 31 December 2012,
- 4 procedures concerned the increase of the amount of existing contracts,
- 5 procedures were concluded without awarding a contract.

The Publications Office managed 475 contracts (of which 64 of other EU services) as at 31 December 2013.

For more details, see also Annex III, Tables 40 to 47.



IV. Enterprise architecture

Enterprise architecture and, in particular, business process modelling (BPM) are established as common methodologies to support an appropriate level of description of service functionalities and workflow.

BPM is systematically used during the specification phase of major projects and some 20 actions have been taken in collaboration with operational services in 2013. The repository with currently 1 935 business process models is kept up to date. Read-only access is available for all members of staff. Since 2010, more than 120 staff have followed an introductory workshop for business process modelling.



V. Infrastructure

1. Facilities management and supporting resources

1.1. Buildings

A major reorganisation of the Publications Office as of 1 January 2013 led to the moving of 550 colleagues (between the Fischer and Mercier buildings and within the Mercier building). These moves were carried out within 6 weeks (starting on 8 February) finishing on 22 March, according to a plan.

The situation regarding the office space remained rather tight in 2013, especially for the Mercier building. The ongoing refurbishment of the ex-print-shop will provide the office space for about 45 persons, including colleagues from the Distribution Centre currently located in Gasperich.

As the problems with air-conditioning and insufficient redundancy of power supply in the Data Centre of the Mercier building remained unresolved, procedures in view of renting an external space were launched in 2012. Initially, the outsourcing was meant to be finalised by mid-2013. However, as offers received were unsatisfactory, the outsourcing had to be postponed and is now planned for 2014.

Regarding the transfer of building management and SHT tasks from the Office to OIL, an SLA for the 'hand-over/take-over' was signed on 28 October 2013.

1.2. Safety and health

The mandatory evacuation exercise took place in June and July 2013 for each of the Office's three buildings (plus one non planned evacuation at Mercier and Fischer). The second (optional) exercise did not take place, due to bad weather conditions during the last quarter of 2013.

Maintenance of the security equipment has improved in cooperation with the Commission's Security Directorate, notably with the installation of an uninterrupted power supply (assuring no-break) at Gasperich and the refurbishment of a secure space in the Mercier building for the X-ray scanner.

The works related to the hygiene plan for the Mercier canteen and kitchen (respecting HACCP standards) were initially intended to be carried out by the landlord alongside those related to a complete refurbishment of the ex-print-shop. As the latter project had to be abandoned, discussions in view of finding an appropriate solution between the Office's Director-General, OIL and the landlord started by year-end.

A report of the audit on fire protection, initiated and supervised by the HR Safety Directorate, was available at the end of April 2013. It contained six non-urgent recommendations. For two out of the six, the Office was 'chef de file' and took the necessary actions, whereas OIL is responsible for the remaining four recommendations (linked to OIL contracts).

Visits of the Luxembourg City fire-brigade were organised already in 2012 for the Mercier and Gasperich buildings. The outstanding visit for the Fischer building took place in early 2013 as planned.



1.3. Supporting resources

The number of PCs has slightly increased: 964 at the end of 2013 compared to 954 in 2012.

The number of helpdesk calls related to IT or General Services has also increased (due to migration to Windows7): 18 525 in 2013 (17 913 in 2012).

2. Document management

2.1. Archives

More than 5 000 boxes were moved to a safer area in the Archives (and encoded in LogArch), so that the area is now completely emptied, the same applying to the secondary legislation collections. Due to moving, the Archives inherited the 'prestige' bound collection of the Official Journals.

The constitution of physical collections of Official Journals dating from 1993 to 2002 was carried out and encoded in LogArch throughout 2013. The constitution of the microfiche collections of the Official Journals was started.

The reorganisation of the Office had an important impact on administrative archives (transfer of responsibilities, encoding of the relevant 'chefs de file', etc.).

2.2. Centre d'administration des documents (CAD)

The reorganisation of the Office was a major challenge for the CAD-Courrier: in particular the management of documents for correct recording in ARES due to new denomination of directorates, units and entities' addresses.

Further to three different calls for tenders, the CAD-Courrier handled three new contracts and service providers: express mail, interinstitutional shuttle, national and international mail.

The most important change consists in handling national and international mail via the Belgian Post (Bpost): no postage any longer for the CAD-Courrier but a substantial additional workload to prepare daily lists and statistics (weight, zone, number of outgoing letters) to document the shipment and to control Bpost postage and its invoicing.

2.3. Document Management Officer

The reorganisation of the Office, the use of AresLook and the development of the e-signatory generated an important workload for the DMO in ARES and NomCom, e.g. restoring rights, transferring responsibilities, conducting an information campaign, etc.

A sound quality control was made on a regular basis regarding the respect of e-domec rules and the DMO provided the necessary help for the users of ARES and NomCom.

3. Information technology

Throughout 2013, the IT and telecoms facilities were operated with a global availability of over 99.9% for the network and 99.8% for the IT systems in production.

The virtualisation process of the Unix/Linux and Windows environments conferring more agility, redundancy and flexibility was further progressed.



PC hardware has been harmonised and all users have been migrated to the new Windows platform.

With a view to the planned outsourcing, the Data Centre network infrastructure modernisation has started.

S-NET automatic failover is implemented and the global data routing optimised, to minimise Data Centre to Data Centre data exchange.

The OP telephone switchboard service has been outsourced and integrated into DIGIT Infotel services.

A new front-end load balancer has been installed to improve the availability of critical applications (CELLAR, Outlook, etc.).

Data storage tiering was extended to manage constant data growth.

A source code management procedure has been implemented. Additionally for all code delivery, an auto build procedure generates automatically the binary code and guarantees the compatibility between source code and executable code.

High-level technical support and assistance were given to deploy new information systems according to plan (Portal, Liferay, EU Open Data Portal).

For the electronic edition of the OJ, a new memorandum of understanding was signed with DG Informatics to use the European Commission corporate ESSI signature platform.

The outsourcing project of the Data Centre is ongoing. Based on the actual technical requirements, a new Data Centre design and integration has been elaborated.

4. IT security

Firewall

No major firewall incident was noted. Constant amendments of firewall rules were done in close cooperation with the network and production teams. No virus incident was noted.

Business Continuity Planning

OP level documentation: the OP Business Continuity Plan and the OP Business Impact Analysis were updated and approved by the Director-General. The latest versions of both documents together with other relevant supporting documentation were placed in the NOAH OP Document Repository.

Application level documentation: all existing application level contingency documents were reviewed and updated together with the respective stakeholders, and were reorganised into a more user-friendly format.

The critical team compositions in the NOAH system were kept up to date, as and when changes took place.



VI. Internal control environment

1. Risk management and evaluation

All budget items delegated by the Commission to the Director of the Office concern administrative expenses and/or contract management, are in direct management, and therefore inherent risk is low. Reports of authorising officers by subdelegation provide adequate information and confirm, as does a comprehensive review of risks conducted in cooperation with the heads of unit, that risks within the Office are adequately managed.

Evaluation activities during the year covered the following:

- evaluation of 15 contracts to be renewed of an estimated individual value exceeding EUR 130 000,
- analysis of the exceptions registers.

2. Financial circuits and internal control coordination

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

- administrative expenditure (salaries, buildings, etc.) managed through the Office's own budget, which is annexed to that of the Commission,
- operational expenditure including financing from within the Office's own budget and other budget lines delegated to the Director of the Office,
- under the supervision of its Management Committee, the Office is responsible for publications financed by other institutions and agencies. These transactions comprise payments for the OJ L and C series; sales revenue received and then transferred to the institutions and services concerned and expenditure related to production, storage and dissemination of publications incurred on behalf of other services.

Within the Office, the partly decentralised financial circuit is applied. Budget cells are serving the Directorates. A simplified payment workflow was introduced for low-risk items.

The AOS reporting every year contains the financial data and main points concerning controls and risks. The Office reports on a quarterly basis about the main activities and projects and their progress to the Management Committee.

The internal control coordinator is responsible for coordinating internal control activities, managing the evaluation function, assessing ICS implementation, follow-up of audit recommendations, risk management and data protection.

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

In the area of the priority internal control standards (operational structure, processes and procedures and data protection) actions continued. The subdelegations in the new structure have been reviewed and updated. An electronic workflow for financial transactions with direct archiving in ARES was proposed and accepted and will be introduced with effect from 1 January 2014. The processes and procedures were reallocated and the needs for review



identified. A series of procedures were already updated and process modelling was extended to new areas. Data protection responsibilities have been reallocated and the great majority of data protection notifications and privacy statements were updated. The filing plan of the Office was adapted to the new organisation.

Procurement and contract management is supported by an adequate *ex ante* evaluation and procurement planning and monitoring process.

The follow-up of consumption of budget and contract amounts is organised and monitored.

3. Financial control

Six new *ex post* control exercises were conducted in 2013 (one on commitments and five on payments covering the period 1 November 2012 to 30 September 2013), and six reports were finalised (one on commitments and five on payments covering the period 1 April 2012 to 31 March 2013).

Concerning the finalised exercises:

- The five payment controls covered 1 086 files out of 4 878 (22.3%), representing EUR 23.1 million out of a total of EUR 81.4 million (28.4%).
- One commitment control covered transactions not subject to second level *ex ante* controls after the exemption process, and concerns 232 transactions out of 697 (33.3%) representing EUR 37.3 million out of EUR 169.3 million (22%).

To determine exemptions from second level *ex ante* controls, 318 transactions out of 937 (33.9%) were examined. Additionally, three credit transfers and eight asset write-off proposal files were checked.

All transactions with errors were examined in detail and recommendations were formulated.

Based on error rates, second-level *ex ante* control needs are regularly reviewed.

Financial control results show that there are no material risks in financial operations and that first level operational and financial controls results remain more than satisfactory and far below any obligation for declaration.

4. 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.

In line with the 2013-2015 strategic audit planning process, two audit engagements were conducted in 2013:

- Audit on the execution of the budget concerning the internal control systems ensuring legality and regularity of the financial transactions and the monitoring of budget execution in the Publications Office
- Audit on the procurement process — in progress at the end of the year — examining legality and regularity of the process, the attribution of contracts and transparency and efficiency of the documentation.



In 2013, the internal audit capability (IAC) also issued an audit report related to the 2013 audit plan: audit on the management of IT projects in Directorate C.

In addition, following the request from DG Budget, the IAC cross-checked the access rights granted in ABAC against the delegations entrusted by the authorising officer by delegation to the staff in her scope of responsibility. The delegation process was simplified and converted from a paper to an electronic workflow.

According to its Charter, the IAC has updated the 3-year audit plan including the annual audit plan for 2014.

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.



VII. Internal environmental management

1. Energy

In the framework of the interinstitutional contract started on 1 January 2011, the Publications Office is using 'green energy'.

The service cars of the Publications Office generated 15 049 kg of carbon dioxide emissions in 2013, which represents a decrease compared to 2012 (18 432 kg).

2. Waste management

In 2013 the Office kept its sixth label 'SuperDrecksKëscht fir Betriber' for its waste sorting methods. The next audit will take place in 2014.

3. Paper consumption

Paper consumption covers mainly administrative needs (photocopying machines/laser printers). It stood at 29.4 tonnes in 2013 which represents an increase compared to 2012 (23.4 tonnes) and to 2011 (27.5 tonnes).



D. Internal communication and social dialogue

As every year, staff were reminded of the rules in force regarding ethics and whistleblowing.

Main events and news items were published on YourOP.

At joint meetings with the Local Staff Committee, held in the presence of the Office's Director-General and Resources Director, the following issues were discussed:

- Reorganisation of the Office,
- Promotion, attestation, certification, selection and recruitment procedures,
- Staff regulation reform and implementation,
- Staffing levels, other staff issues such as contract agents and temporary agents,
- Flexitime, teleworking, health and safety issues, etc.,
- 1% staff reduction and 1% Commission redeployment tax,
- Transfer from the Office to OIL of the responsibility for the general and facility management of the three buildings occupied by the Publications Office. This transfer was requested by the Management Committees of both offices.



Annex I

Governing bodies and key persons

1. Members of the Management Committee

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

- Mr Klaus Welle, Secretary-General of the European Parliament;
- Mr Uwe Corsepius, Secretary-General of the Council, Chairman of the Management Committee;
- Ms Catherine Day, Secretary-General of the Commission;
- Mr Alfredo Calot Escobar, Registrar of the Court of Justice;
- Mr Eduardo Ruiz Garcia, Secretary-General of the Court of Auditors;
- Mr Nicolas Alexopoulos, Acting Secretary-General of the European Economic and Social Committee;
- Mr Gerhard Stahl, Secretary-General of the Committee of the Regions.

The European Central Bank participates as observer.

2. Organisation chart of the Office (1.1.2014)

Director-General	M. REICHERTS
Assistant to the Director-General (responsible also for the secretariat of the European Forum of Official Gazettes)	L. MARTINELLI
Reporting directly to the Director-General	
1. Internal Audit, Evaluation and Risk Management	L. SZABÓ
Directorate R — Resources and Logistics	
Director	E. BEŇOVÁ
1. Human Resources and Administration	M. LANGLAIS
2. Calls for Tender, Contracts and Copyright	M. CRUZ
3. Budget, Finance and Financial Control	R. PISANI
4. Distribution	J. LOWERY-KINGSTON
Directorate A — Core Business Services	
Director	K. KÖNIG
1. Enterprise Architecture, Methods and Formats	P. BERTELOOT
2. Post-production Reception, Validation and CELLAR management	P. SCHMITZ
3. IT Projects	R. PAPPALARDO
4. IT Infrastructure and Security	P. MEYER (acting)
Directorate B — Official Journals and Publications Production	
Director	H. CELMS
1. Official Journals and Case-Law	V. SCIARRINO
2. Publications	P. KRAEMER-RUGGIU
3. Coordination and Quality Control A	A. REIS
4. Quality Control B	F. DIEGO LUIS
5. Quality Control C	W. KAŁAMARZ
Directorate C — Dissemination and Reuse	
Director	A. CARNEIRO
1. Common Portal and Open Data Portal	Y. VOLMAN
2. EUR-Lex and TED	M. WARTON-WOODS
3. EU Bookshop and CORDIS	V. VOIKOV
4. Documentary Management and Metadata	M. WESTERMANN (acting)

Annex II

Interinstitutional committees

The Publications Office holds the secretariat of the interinstitutional committees 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 is vital for the progress of the Office's various projects.

Groupe interinstitutionnel Lex (GIL)	
<i>Participating institutions</i>	<ul style="list-style-type: none"> ■ the institutions represented in the Management Committee ■ the European Investment Bank ■ (as observers) the Chairman and the Troika of the Council Working Group e-Law
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Ellen Heinemann ■ <i>Institution:</i> Parliament ■ <i>Tel.</i> +32 228-31716 +33 3881-74746 ■ <i>E-mail:</i> ellen.heinemann@europarl.europa.eu
<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 system and for the <i>Directory of EU legislation in force</i>
<i>Date of first meeting</i>	23.9.1999
<i>Frequency of meetings</i>	2-4 times per year
<i>Number of meetings in 2013</i>	3
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ follow-up of progress on the new EUR-Lex; ■ availability status of the different documentary collections; ■ state of play of N-Lex portal; ■ national execution measures (MNE); ■ JURE; ■ standardisation projects: progress of the IMMC work, ISA program, URI construction, public procurement standardisation; ■ EuroVoc and other thesauri; ■ consolidation; ■ summaries of legislation.



Groupe interinstitutionnel Lex — Groupe Méthodologie (GIL-GM)

<i>Participating institutions</i>	The institutions represented in the Management Committee
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Maria Westermann ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42992 ■ <i>E-mail:</i> maria.westermann@publications.europa.eu
<i>Terms of reference (summary description)</i>	Subcommittee of the GIL with the task of discussing and finding solutions to methodological questions taking into account both the users' and the institutions' interests
<i>Date of first meeting</i>	24.6.1999
<i>Frequency of meetings</i>	2-4 times per year
<i>Number of meetings in 2013</i>	2
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ online EU statistics; ■ directory codes classification; ■ integration of Summaries of legislation in the new EUR-Lex; ■ boosting rules; ■ Commission 'C' documents.

Groupe interinstitutionnel Lex – Groupe Consolidation-Codification (GIL-C)

<i>Participating institutions</i>	Parliament, Council, Commission, Publications Office
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Marcin Baryn ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42910 ■ <i>E-mail:</i> marcin.baryn@publications.europa.eu
<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>	2-4 times per year
<i>Number of meetings in 2013</i>	2
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ planning and reporting (including statistics) concerning consolidation and codification; ■ input of the Publications Office for recast and codification projects; ■ problems with quality of legislation. <p>In mid-2013 the Consolidation-Codification Group became a subgroup of GIL.</p>

Interinstitutional Editorial Committee – Summaries of EU legislation

<i>Participating institutions</i>	Parliament, Council, Commission
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Maria Westermann ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42992 ■ <i>E-mail:</i> maria.westermann@publications.europa.eu
<i>Terms of reference (summary description)</i>	Group supervising activities related to the Summaries of EU legislation as an interinstitutional service
<i>Date of first meeting</i>	12 May 2011
<i>Frequency of meetings</i>	once a month in the first phase of the project
<i>Number of meetings in 2013</i>	3
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ role of editorial committee; ■ launch of new contract; ■ users statistics; ■ workflows; ■ role of institution during production; ■ guidelines for validators; ■ budget and financial situation; ■ working programme prioritisation.

EuroVoc Steering Committee

<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Publications Office
<i>Chair</i>	<p>Vacant</p> <p>A new president should be appointed</p>
<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 2013</i>	No meeting
<i>Main subjects treated in 2013</i>	—

EuroVoc Maintenance Committee

<i>Participating institutions</i>	Same as for 'Eurovoc Steering Committee'
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Maria Westermann ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42992 ■ <i>E-mail:</i> maria.westermann@publications.europa.eu
<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 2013</i>	No meeting
<i>Main subjects treated in 2013</i>	Written procedure for the approvals of the new concepts for the next release 4.5



Comité technique interinstitutionnel CIBA

<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"> ■ <i>Name:</i> Valeria Sciarrino ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42011 ■ <i>E-mail:</i> valeria.sciarrino@publications.europa.eu
<i>Terms of reference (summary description)</i>	The Committee coordinates and plans the budgetary publications and it coordinates the development of the common tools (CIBA) 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 2013</i>	2
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ technical planning of the production of the budget 2014; ■ discussions of the developments plans and goals for CIBA; ■ budget for CIBA.

EU Official Directory Steering Committee

<i>Participating institutions</i>	EU Institutions and bodies which publish their organisation charts in the Official Directory of the European Union
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Xavier Desurmont ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42728 ■ <i>E-mail:</i> xavier.desurmont@publications.europa.eu
<i>Terms of reference (summary description)</i>	Steering committee for the operation of the Official Directory of the European Union (digital and print editions)
<i>Date of first meeting</i>	1994
<i>Frequency of meetings</i>	once or twice per year
<i>Number of meetings in 2013</i>	1
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ proposals concerning the addition of individual photos; ■ PDF-on-demand; ■ presentation of the project 'New EU Whoiswho'; ■ EU Whoiswho style guide; ■ statistics about production and dissemination.

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"> ■ <i>Name:</i> Bernard Lahure ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42378 ■ <i>E-mail:</i> bernard.lahure@publications.europa.eu
<i>Terms of reference (summary description)</i>	<p>Steering committee (composed mainly of 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"> ■ + 23 linguistic subgroups ■ + working group 'Currencies, countries, languages'
<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 2013</i>	No meeting was necessary in 2013
<i>Main subjects treated in 2013</i>	—

Interinstitutional Metadata Maintenance Committee (IMMC)

<i>Participating institutions</i>	All institutions represented in the Management Committee
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Antonio Carneiro ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42310 ■ <i>E-mail:</i> antonio.carneiro@publications.europa.eu
<i>Terms of reference (summary description)</i>	The Interinstitutional Metadata Maintenance Committee is in charge of the definition and the maintenance of metadata standards for the exchange of information between and within the European institutions, and/or other European bodies.
<i>Date of first meeting</i>	February 2011
<i>Frequency of meetings</i>	twice per year; work is prepared by bilateral technical working groups
<i>Number of meetings in 2013</i>	2 meetings
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ adoption of the metadata governance (still under evolution); ■ enrichment of the authority tables by creation of new codes; ■ for documents to be disseminated via New EUR-LEX (IMMC for transmission): definition of business metadata, business extensions and transmission metadata in the IMMC context (mainly Commission, EP, Council, CoJ); evolution of the IMMC XML schema and extensions following bilateral technical meetings with five institutions; ■ for documents to be published in OJ (IMMC for publication request): final discussions on defining the business metadata and transmission metadata; ■ e-Recueil; ■ work ongoing for infrastructure for securised IMMC exchanges between stakeholders.



EU Open Data Portal (ODP) Steering Committee

<i>Participating institutions</i>	The Secretariat-General and several Directorates-General of the Commission, the Parliament, the Council and other European bodies
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Antonio Carneiro ■ <i>Institution:</i> Publications Office ■ <i>Tel.</i> +352 2929-42310 ■ <i>E-mail:</i> antonio.carneiro@publications.europa.eu
<i>Terms of reference (summary description)</i>	Management of the EU Open Data Portal and the related activities
<i>Date of first meeting</i>	March 2012
<i>Frequency of meetings</i>	2-3 times per year
<i>Number of meetings in 2013</i>	2
<i>Main subjects treated in 2013</i>	<ul style="list-style-type: none"> ■ development and implementation of the portal; ■ acquisition of data providers and datasets; ■ promotion of the Open Data activities; ■ metadata standardisation.

Interinstitutional e-book committee

<i>Participating institutions</i>	All institutions
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Cristina Gallach (Council of the European Union) and Harolds Celms (Publications Office) ■ <i>Tel.</i> +32 2281-6467/+352 2929-44399 ■ <i>E-mail:</i> cristina.gallach@consilium.europa.eu harolds.celms@publications.europa.eu
<i>Terms of reference (summary description)</i>	<p>Editorial committee on e-books:</p> <ul style="list-style-type: none"> ■ make an inventory e-book projects across all institutions in view of setting up an interinstitutional reference catalogue; ■ discuss publication contents in a collective exercise in order to avoid project duplicates; ■ allow for technical knowledge exchange and support across all institutions.
<i>Date of first meeting</i>	10 October 2011
<i>Frequency of meetings</i>	Ad hoc meetings
<i>Number of meetings in 2013</i>	None
<i>Main subjects treated in 2013</i>	—

Contact: L. Martinelli (tel. +352 2929-42768)

Annex III

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Activities

Table 1 Official Journal: number of pages per series

Series	2004	2005	2006	2007	2008	2009	2010	2011	2012	2012
OJL	388 286	409 827	574 016	471 769	654 009	530 561	456 929	496 515	583 354	568 114
OJC	371 204	325 610 ⁽¹⁾	377 207	484 313 ⁽²⁾	526 399	435 259	492 686	499 576	511 757	1 168 964
<i>of which OJCE</i>	196 127	93 755	132 331	184 684	202 300	123 225	165 594	149 610	158 496	831 009
Other budgetary documents	49 566	90 127	93 512	83 986	86 014	87 978	102 521	69 334	103 782	76 018
Total	812 922	828 595	1 044 735	1 040 068	1 266 422	1 053 798	1 052 135	1 065 425	1 198 893	1 813 096

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

⁽²⁾ Including issues of OJ C and OJ CE committed in 2006 and published in 2007 for a total of 161 421 pages.

Table 2 Official Journal: main figures

Series	2012			2013		
	Number of issues	Pages/issue/language	Pages	Number of issues	Pages/issue/language	Pages
OJL	362	76	583 354	355	70	568 114
OJC	549	44	511 757	601	85	1 168 964
<i>of which OJCE</i>	46	157	158 496	46	309	831 009
Other budgetary documents ('Documents de travail' and 'Teletabs')	—	—	4 188	117	—	3 154
Line by line + amending letters (online publication)	—	879	19 338	—	919	21 164
DB (paper edition)	1	2 196	48 312	1	2 350	51 700
DB (online only/2nd edition)	1	1 452	31 944	—	—	—
Total	913	—	1 198 893	913	—	1 813 096



L and C series (956 issues)																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2013	Total 2012	Difference	Relative difference in %
Parliament	15 021	19 973	103 575	78 803	39 575	93 284	60 427	85 921	74 889	86 354	155 268	127 422	940 512	217 488	723 025	332
Council	18 862	7 043	11 550	4 418	5 088	36 516	6 572	3 583	3 090	16 938	9 425	40 619	163 704	278 966	-115 260	-41
Commission	36 281	27 775	34 045	33 830	34 547	45 783	21 038	40 586	31 275	82 976	45 507	78 747	512 390	476 277	36 114	8
Court of Justice	3 102	3 038	2 948	3 850	2 354	4 842	2 077	5 064	2 300	1 955	4 806	2 231	38 567	36 709	1 858	5
Court of Auditors	1 671	44	114	44	638	66	23	—	214	437	6 716	7 797	17 764	14 337	3 427	24
European Economic and Social Committee	1 936	3 520	1 584	—	2 002	2 090	1 767	—	3 389	—	5 381	—	21 669	27 286	-5 616	-21
Committee of the Regions	2 266	—	1 782	—	1 499	184	1 667	—	1 702	—	—	3 036	12 136	16 968	-4 832	-28
Others ⁽¹⁾	2 849	2 158	6 908	2 925	1 386	3 414	1 016	292	1 557	901	4 101	2 829	30 336	27 081	3 255	12
Total	81 988	63 551	162 506	123 870	87 089	186 179	94 587	135 446	118 416	189 561	231 204	262 681	1 737 078	1 095 111	641 971	59

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

L series (355 issues)																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2013	Total 2012	Difference	Relative difference in %
Parliament	1 120	4 138	44 791	942	679	18 805	34	561	2 914	852	10 253	22 984	108 072	72 678	35 394	49
Council	18 751	6 157	9 583	4 088	4 758	30 993	3 835	2 944	3 044	16 132	6 753	36 572	143 612	229 394	-86 382	-38
Commission	29 983	16 802	19 785	17 594	18 798	32 941	11 266	21 180	18 560	49 696	20 625	50 684	307 913	274 987	32 926	12
Court of Justice	—	2	—	—	—	44	—	—	—	—	—	—	46	2 014	-1 968	-98
Court of Auditors	—	—	—	—	—	—	—	—	—	—	—	—	—	11	-11	-100
European Economic and Social Committee	—	—	—	—	—	—	—	—	—	—	—	—	—	6	-6	-100
Committee of the Regions	—	—	—	—	22	—	—	—	—	—	—	—	22	6	16	267
Others ⁽¹⁾	2 266	45	132	375	462	—	506	4	115	220	3 657	667	8 449	4 259	4 190	98
Total	52 120	27 144	74 291	22 999	24 719	82 783	15 641	24 689	24 633	66 900	41 288	110 907	568 114	583 354	-15 841	-3

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

Table 3
Official Journal:
pages produced,
by institution



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

<i>C series (601 issues, including 102 CA and 117 CE issues)</i>																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2013	Total 2012	Difference	Relative difference in %
Parliament	13 902	15 835	58 784	77 861	38 896	74 479	60 393	85 360	71 975	85 502	145 015	104 438	832 440	144 810	687 630	475
Council	111	886	1 967	330	330	5 523	2 737	639	46	806	2 671	4 046	20 092	49 573	-29 481	-59
Commission	6 297	10 973	14 261	16 236	15 749	12 842	9 772	19 406	12 715	33 280	24 882	28 064	204 477	201 290	3 187	2
Court of Justice	3 102	3 036	2 948	3 850	2 354	4 798	2 077	5 064	2 300	1 955	4 806	2 231	38 521	34 695	3 826	11
Court of Auditors	1 671	44	114	44	638	66	23	—	214	437	6 716	7 797	17 764	14 326	3 438	24
European Economic and Social Committee	1 936	3 520	1 584	—	2 002	2 090	1 767	—	3 389	—	5 382	—	21 670	27 280	-5 610	-21
Committee of the Regions	2 266	—	1 782	—	1 477	184	1 667	—	1 702	—	—	3 036	12 114	16 962	-4 848	-29
Others ⁽¹⁾	583	2 113	6 776	2 550	924	3 414	510	288	1 442	681	444	2 162	21 887	22 822	-935	-4
Total	29 868	36 407	88 216	100 871	62 370	103 396	78 946	110 757	93 783	122 661	189 916	151 774	1 168 964	511 757	657 207	128

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

<i>Electronic C series (117 issues)</i>																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2013	Total 2012	Difference	Relative difference in %
Parliament	13 860	15 752	58 784	77 748	38 896	71 060	59 410	83 621	71 975	84 686	142 784	103 430	822 006	139 942	682 064	487
Council	—	138	644	—	—	3 790	—	—	—	207	1 728	2 496	9 003	18 554	-9 551	-51
Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0	0
Court of Justice	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0	0
Court of Auditors	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0	0
European Economic and Social Committee	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0	0
Committee of the Regions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0	0
Others ⁽¹⁾	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0	0
Total	13 860	15 890	59 428	77 748	38 896	74 850	59 410	83 621	71 975	84 893	144 512	105 926	831 009	158 496	672 513	424

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

**Table 4 Public procurement notices published**

	Directive 2004/17/EC			2004/18/EC	2009/81/EC		Other (*)	Total (*)
	Works	Supplies	Services	Utilities	Defence	Total		
<i>EU institutions and other bodies/ International organisations</i>	5	12	10	2 915	3	2 945	3 003	5 948
<i>Member States</i>								
Belgium	184	439	374	8 720	30	9 747	2 572	12 319
Bulgaria	134	612	393	8 007	32	9 178	1 351	10 529
Czech Republic	224	370	290	15 179	86	16 149	4 897	21 046
Denmark	223	173	261	5 217	87	5 961	1 156	7 117
Germany	1 224	1 288	1 008	44 323	412	48 255	4 305	52 560
Estonia	28	81	59	1 838	9	2 015	635	2 650
Ireland	36	84	167	1 978	—	2 265	149	2 414
Greece	130	223	178	4 207	3	4 741	884	5 625
Spain	137	595	1 113	16 002	1	17 848	2 108	19 956
France	1 483	1 450	3 056	83 983	580	90 552	7 512	98 064
Croatia	7	67	66	721	1	862	421	1 283
Italy	253	1 144	1 129	14 753	167	17 446	2 495	19 941
Cyprus	4	27	35	653	4	723	263	986
Latvia	60	145	86	2 014	6	2 311	830	3 141
Lithuania	40	278	302	4 427	24	5 071	1 191	6 262
Luxembourg	58	20	14	1 139	—	1 231	246	1 477
Hungary	88	393	225	4 167	37	4 910	1 055	5 965
Malta	—	17	12	362	—	391	114	505
Netherlands	172	188	269	7 431	27	8 087	1 376	9 463
Austria	323	458	277	5 215	13	6 286	658	6 944
Poland	788	2 907	2 849	41 846	134	48 524	14 617	63 141
Portugal	20	66	83	2 808	—	2 977	490	3 467
Romania	262	597	602	6 125	38	7 624	13 500	21 124
Slovenia	38	190	205	2 621	18	3 072	1 742	4 814
Slovakia	27	96	202	3 857	15	4 197	1 569	5 766
Finland	139	196	244	6 345	125	7 049	731	7 780
Sweden	180	253	422	9 917	48	10 820	1 477	12 297
United Kingdom	189	433	634	18 373	290	19 919	2 393	22 312
Total Member States	6 451	12 790	14 555	322 228	2 187	358 211	70 836	428 948
Acceding countries	—	—	—	11	—	11	219	230
Candidate countries	11	30	12	208	—	261	646	907
European Economic Area countries	134	105	195	6 557	—	6 991	1 045	8 036
Government Procurement Agreement countries	110	139	106	2 795	—	3 150	5	3 155
Other	—	—	—	102	4	106	1 697	1 803
Total	6 706	13 064	14 868	331 901	2 191	368 730	75 214	443 079

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

Table 5 Publications: principal production indicators

	2012	2013	Change 2013/2012 (%)
Publications	5 816	9 153	57
Outputs	n.a.	15 035	(*)

(*) Redefinition of indicators as of 1 January 2013: statistics on multichannel publishing are based on number of outputs (paper version, e-book, web-PDF, app, etc.).

Table 6 Publications: production, by institution

Institution/agency	2013 (titles)
European Parliament	258
Council	415
Commission	6 247
Court of Justice	288
Court of Auditors	503
European Economic and Social Committee	161
Committee of the Regions	13
European Central Bank	—
Decentralised agencies	1 130
Publications Office	—
Other	—
Total	9 153

Table 7 Publications: number of proofread pages, by language

Language	2012	2013	Change 2013/2012 (%)
BG	34 278	59 520	73.64
ES	42 852	54 492	27.16
CS	34 375	48 274	40.43
DA	33 019	45 071	36.50
DE	45 134	55 209	22.32
ET	34 577	48 663	40.74
EL	31 105	34 388	10.55
EN	52 945	88 044	66.29
FR	55 910	64 365	15.12
GA	1 467	4 546	209.88
HR	—	3 865	n.a.
IT	35 790	50 954	42.37
LV	34 848	48 991	40.58
LT	36 114	47 986	32.87
HU	33 203	40 611	22.31
MT	27 225	36 934	35.66
NL	36 439	48 518	33.15
PL	34 355	51 060	48.62
PT	31 575	43 263	37.02
RO	35 211	46 113	30.96
SK	31 585	45 160	42.98
SL	34 456	44 236	28.38
FI	28 315	41 927	48.07
SV	29 567	45 097	52.52
Others	201	353	75.62
Multilingual (!)	2 628	—	—
Total	797 174	1 097 640	37.69

NB: Figures refer to various stages of proofreading of general publications and include case-law proofread pages.

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

**Table 8 Bibliographical and legal data records, by type of publication**

	2008	2009	2010	2011	2012	2013
EUR-Lex documentary units	12 958	12 740	43 404	37 406	19 376 (*)	41 995 (**)
Publications notices (general publications)	10 174	11 488	9 680	10 336	12 127	13 825
Total	23 132	24 228	53 084	47 742	31 503	55 780

(*) This figure does not take into account the notices produced for DOJO (59 538 for 2012).

(**) In 2013, 26 917 notices for the written questions (backlog) were loaded on EUR-Lex; this type of document has not been published for several years.

Table 9 Physical distribution by type of product

	Number of copies distributed			
	2011	2012	2013	Change 2013/2012 (%)
OJ paper edition	1 437 514	1 324 709	958 174	-28
OJ DVD edition	340 559	189 142	64 356	-66
Other publications	9 903 465	9 856 895	6 954 250	-29
Total distributed via mailing lists	11 783 922	11 498 303	7 976 780	-31
Individual orders	9 808 488	6 416 950	6 989 224	+9
Grand total distributed	21 592 410	17 915 253	14 966 004	-16

Table 10 Annual stock movements

	Number of copies			
	2011	2012	2013	Change 2013/2012 (%)
Stock on 1 January	35 720 362	28 665 559	26 095 872	-9
In stock entries	25 019 873	20 933 755	18 919 289	-10
Distribution via mailing lists	11 783 922	11 498 303	7 976 780	-31
Individual orders	9 808 488	6 416 950	6 989 224	+9
Stock reduction	10 414 109	5 309 398	11 146 860	+110
Out other proposed by the Office	68 157	278 791	127 977	-54
Stock on 31 December	28 665 559	26 095 872	18 774 320	-28

Table 11 Mailing list management

	2009	2010	2011	2012	2013	Change 2013/2012 (%)
Number of addresses on 31 December	589 780	515 612	515 097	411 132	422 387	+3
Number of subscriptions on 31 December	765 727	689 152	704 960	566 291	570 886	+1
Mailing lists on 31 December	818	854	911	846	756	-11
Subscriptions created manually	58 544	65 183	41 436	38 844	39 660	+2
Subscriptions registered automatically	203 342	110 386	140 470	150 205	84 566	-44
Deleted addresses	307 931	203 228	144 227	549 982	95 901	-83

Table 12 Helpdesk: requests received, by theme

	2012	2013	Change 2013/2012 (%)
Legislation (Document delivery, EUR-Lex, Summaries of EU legislation)	7 324	7 028	-2.9
Public procurement (TED, SIMAP, eTendering)	18 816	19 073	1.4
General information	1 110	1 494	34.6
EU Bookshop	4 470	4 935	10.4
CORDIS	2 008	1 988	-1
EU Whoiswho	54	33	-38.9
EuroVoc	87	101	16.1
EU Open Data Portal	2	63	3050
Total	33 784	34 715	2.8

Table 13 Helpdesk: the 10 most frequently asked questions

	Type of question	Number of questions
1	Information on contract award notices: reference numbers provided (TED)	2 876
2	DOC-Delivery-Orders: problem with a TIFF order (EUR-Lex)	2 636
3	Problem of utilisation with the MyTED module (TED)	2 362
4	Rejected orders (EU Bookshop)	2 066
5	Information on contract award notices: general (TED)	1 628
6	Search in OJ S for a submitted document (SIMAP)	1 571
7	How to cancel or modify a publication before publication (SIMAP)	990
8	Technical problems with the forms (SIMAP)	909
9	Search of a specific document (TED)	698
10	How to cancel or modify a publication after publication (SIMAP)	678

Table 14 Documentary units loaded into EUR-Lex, by sector

Sector	2008	2009	2010	2011	2012	2013	Cumulative at 31 December 2013
1 Treaties	743	2	854	19	670	216	8 997
2 External relations	361	230	256	271	345	348	9 012
3 Secondary legislation	3 327	3 302	6 582	3 365	3 187	4 303	130 483
4 Complementary law	39	17	74	29	36	27	1 301
5 Preparatory acts	3 229	3 781	3 717	3 278	3 047	3 599	75 102
6 EU case-law	2 854	2 932	3 217	3 917	3 586	4 170	39 474
7 National implementing measures	136	164	396	76	16	88	3 816
8 National case-law (*)	—	—	—	21 451	5 229	637	27 317
9 Parliamentary questions	—	—	1 338	2 904	—	26 917 (***)	166 994
C Official Journal C Series	1 771	1 808	1 338	1 294	1 324	1 255	49 588
E European Free Trade Association	82	77	91	111	107	136	1 325
0 Consolidated acts	416	427	654	691	1 829	299	6 352
Total	12 958	12 740	43 404	37 406	19 376 (**)	41 995	519 761

(*) The new sector 8 was introduced into EUR-Lex in 2011.

(**) This figure does not take into account the notices produced for DOJO (59 538 in 2012).

(***) In 2013, 26 917 notices for written questions (backlog) were loaded on EUR-Lex; this type of document has not been published for several years.

**Table 15 Documentary units loaded into EUR-Lex, by author**

Author	2008	2009	2010	2011	2012	2013	Cumulative at 31 December 2013
European Parliament	607	1 485	27 625	3 515	851	28 748 (***)	191 874
Council	1 022	892	1 340	896	846	857	37 434
European Commission	5 914	5 346	8 330	5 635	4 786	5 213	163 414
Court of Justice	3 146	3 317	3 276	3 983	3 609	4 203	58 838
Court of Auditors	48	74	81	97	97	102	1 259
Economic and Social Committee	214	284	102	300	251	195	6 960
Committee of the Regions	62	52	55	68	86	83	1 352
European Central Bank	41	66	61	63	50	65	723
All other authors	1 904	1 224	2 534	22 849 (*)	8 800	2 529	57 907
Total	12 958	12 740	43 404	37 406	19 376 (**)	41 995	519 761

(*) The new sector 8 was introduced into EUR-Lex in 2011.

(**) This figure does not take into account the notices produced for DOJO (59 538 for 2012).

(***) In 2013, 26 917 notices for written questions (backlog) were loaded on EUR-Lex; this type of document has not been published for several years.

Table 16 Subscriptions to Official Journal L and C series (paper, DVD), by language

Language	OJ subscriptions to L and C series (paper)			OJ subscriptions to L and C series (DVD)		
	2012	2013	Change 2013/2012 (%)	2012	2013	Change 2013/2012 (%)
BG	1	1	0.00	0	0	0.00
ES	39	17	-56.41	23	8	-65.22
CS	18	12	-33.33	29	32	10.34
DA	21	12	-42.86	6	4	-33.33
DE	274	218	-34.31	54	47	-12.96
ET	3	3	0.00	0	0	0.00
EL	4	3	-25.00	5	3	-40.00
EN	114	54	-57.02	20	17	-15.00
FR	124	87	-38.71	26	19	-26.92
HR	—	—	—	—	—	—
IT	94	49	-62.77	35	23	-34.29
LV	0	0	0.00	0	0	0.00
LT	2	0	-100.00	0	0	0.00
HU	8	1	-87.50	2	0	-100.00
MT	0	0	0.00	0	0	0.00
NL	49	31	-48.98	2	2	0.00
PL	16	6	-62.50	9	6	-33.33
PT	18	9	-61.11	18	16	-11.11
RO	2	2	-50.00	0	0	0.00
SK	8	3	-62.50	18	18	0.00
SL	4	1	-75.00	3	3	0.00
FI	6	4	-50.00	0	0	0.00
SV	19	10	-57.89	2	1	-50.00
Total	824 (*)	523 (*)	-46.24	252	199	-21.03

(*) Official Journal C series — competitions included.

Table 17 Subscriptions to Official Journal S series (DVD)

Language	2012	2013	Change 2013/2012 (%)
BG	0	0	0.00
ES	7	5	-28.57
CS	1	1	0.00
DA	15	12	-20.00
DE	288	265	-7.99
ET	0	0	0.00
EL	2	1	-50.00
EN	54	46	-14.81
FR	48	30	-37.50
HR	—	—	—
IT	25	13	-48.00
LV	0	0	0.00
LT	0	0	0.00
HU	1	0	-100.00
NL	24	18	-25.00
PL	0	0	0.00
PT	8	7	-12.50
RO	0	0	0.00
SK	3	2	-33.33
SL	0	0	0.00
FI	0	0	0.00
SV	0	0	0.00
Total	476	400	-15.97

Table 18 Subscriptions to periodicals other than the Official Journal

Title	2012	2013	Change 2013/2012 (%)
Commission			
<i>(a) General publications</i>			
European Economy	309	discontinued	
<i>(b) Eurostat publications</i>			
External and intra-EU Trade — Monthly Statistics	65	discontinued	
Total	374	—	—
Court of Justice			
Staff Cases	6	discontinued	
Report of Cases + Staff Cases	105	discontinued	
Report of Cases	406	discontinued	
Total	517	—	—
Grand total	891	—	—

Table 19 Number of licence contracts

	2008	2009	2010	2011	2012	2013	Change 2013/2012 (%)
EUR-Lex	22	22	23	25	23	50	117.39
TED	122	128	127	118	121	131	8.26
Total	144	150	150	143	144	181	25.69



Personnel management

Table 20 Staff numbers

Category and grade	2012	31.12.2013
	Permanent posts	Permanent posts
AD 16	1	1
AD 15	3	3
AD 14	8	8
AD 13	1	9
AD 12	16	16
AD 11	9	9
AD 10	8	9
AD 9	5	13
AD 8	19	13
AD 7	4	9
AD 6	7	11
AD 5	29	20
Total AD	110	121
AST 11	10	19
AST 10	37	28
AST 9	24	46
AST 8	44	41
AST 7	46	42
AST 6	77	75
AST 5	72	111
AST 4	120	92
AST 3	91	69
AST 2	32	16
AST 1	2	2
Total AST	555	541
Grand total	665	662

**Table 21 Geographical balance**

	AD	AST	Total
Belgium	12	65	77
Bulgaria	3	9	12
Czech Republic	3	11	14
Denmark	1	11	12
Germany	10	30	40
Estonia	0	9	9
Ireland	1	3	4
Greece	3	26	29
Spain	8	28	36
France	16	97	113
Croatia	1	7	8
Italy	6	40	46
Cyprus	0	0	0
Latvia	2	9	11
Lithuania	2	12	14
Luxembourg	2	21	23
Hungary	4	17	21
Malta	1	3	4
Netherlands	2	4	6
Austria	0	5	5
Poland	9	18	27
Portugal	4	19	23
Romania	6	19	25
Slovenia	2	9	11
Slovakia	4	12	16
Finland	1	14	15
Sweden	1	11	12
United Kingdom	4	16	20
Total	108	525	633



Financial management

Table 22 Overall budgetary implementation

(in million EUR)

Heading	Year	
	2012	2013
Budget items formally delegated to the Office	118.56	122.67
Budget items subdelegated to the Office	8.05	8.59
Appropriations from the institutions' budgets ⁽¹⁾	18.79	9.72
Total	145.40	140.98

⁽¹⁾ Other than the Official Journal in 2013.

Table 23 Appropriations for which the Director of the Publications Office is authorising officer by delegation

(in million EUR)

Budgetary reference (section III — Commission)	Heading	Commitment appropriations ⁽¹⁾		Payment appropriations ⁽²⁾	
		Amounts committed	% implementation	Amounts paid	% implementation
26 01 09 01	Publications Office	90.73	94.83	88.94	87.90
26 01 10 01	Consolidation of European Union law	1.42	100.00	1.45	71.74
26 01 11 01	Official Journal of the European Union	21.48	97.97	19.78	76.90
26 01 12	Summaries of Union legislation	0.89	65.34	0.00	0.00
26 02 01	Procedures for awarding and advertising public supply, works and services contracts	8.15	96.19	8.09	93.42
Total		122.67	95.20	118.26	85.12

⁽¹⁾ Global implementation, comprising the budget of the year (including surpluses declared but unused at year-end) and assigned revenue both from 2013 and carried over from 2012. See Table 26.

⁽²⁾ 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 2013 and carried over from 2012. See Table 27.

Table 24 Appropriations for which the Director of the Publications Office is authorising officer by subdelegation

(in million EUR)

Budgetary reference (section III — Commission)	Directorate-General	Commitment appropriations		Payment appropriations	
		Amounts committed	% implementation	Amounts paid	% implementation
02 04 01 01	Enterprise (CORDIS)	0.411	100.00	0.349	99.60
02 04 01 02	Enterprise (CORDIS)	0.397	99.98	0.339	99.71
02 04 01 03	Enterprise (CORDIS)	0.281	99.98	0.236	96.02
08 02 01 00	Research and Innovation (CORDIS)	1.400	99.98	1.279	97.84
08 03 01 00	Research and Innovation (CORDIS)	0.499	99.98	0.434	95.50
08 04 01 00	Research and Innovation (CORDIS)	0.843	99.98	0.720	95.75
08 05 01 00	Research and Innovation (CORDIS)	0.285	99.98	0.247	97.29
08 06 01 00	Research and Innovation (CORDIS)	0.448	99.98	0.395	96.79
08 07 01 00	Research and Innovation (CORDIS)	0.790	99.98	0.674	96.17
08 08 01 00	Research and Innovation (CORDIS)	0.149	99.98	0.129	93.29
09 04 01 01	Communications Networks, Content and Technology (CORDIS)	2.121	100.00	1.875	100.00
32 06 01 00	Energy (CORDIS)	0.275	99.98	0.242	100.00
Total CORDIS		7.899	99.99	6.919	97.89
04 04 01 01	Employment, Social Affairs and Inclusion (publications)	—	—	—	—
04 01 04 11	Employment, Social Affairs and Inclusion (publications)	—	—	—	—
09 03 01 00	Communications Networks, Content and Technology (Open Data Portal)	0.197	97.33	0.166	100.00
08 22 04 00	Research and Innovation (publications)	—	—	—	—
33 03 05	Justice (JURE)	0.492	99.49	0.380	99.98
Grand total		8.588	99.96	7.465	98.04

Table 25 Appropriations for which the Director of the Publications Office is authorising officer by co-delegation ⁽¹⁾

(in million EUR)

Budgetary reference ⁽²⁾	Directorate-General	Commitment appropriations		Payment appropriations	
		Amounts committed	% implementation	Amounts paid ⁽³⁾	% implementation
Title 01	Economic & Financial Affairs	—	—	0.195	—
Title 02	Enterprise	—	—	0.312	—
Title 04	Employment and Social Affairs	—	—	0.336	—
Title 05	Agriculture and Rural Development	—	—	0.201	—
Title 06	Mobility and Transport	—	—	0.054	—
Title 07	Environment	—	—	0.116	—
	Climate Action	—	—	0.026	—
Title 08	Research	—	—	0.192	—
Title 09	Communications Networks, Content and Technology	—	—	0.435	—
Title 11	Maritime Affairs and Fisheries	—	—	0.024	—
Title 12	Internal Market and Services	—	—	0.040	—
Title 13	Regional Policy	—	—	0.250	—
Title 15	Education and culture	—	—	0.036	—
Title 16	Communication	—	—	1.443	—
Title 17	Health and Consumer Protection	—	—	0.940	—
Title 18	Home Affairs	—	—	0.001	—
Title 20	Trade	—	—	0.002	—
Title 27	Budget	—	—	0.043	—
Title 29	Statistics	—	—	0.137	—
Title 32	Energy	—	—	0.009	—
Total		—	—	4.789	—

⁽¹⁾ Co-delegation received on payment appropriations only.

⁽²⁾ As per 2013 budget.

⁽³⁾ Author services may also pay for services not carried out by the Office on lines co-delegated to the Office.



Table 26
Outturn of
commitment
appropriations on
31 December,
by budget line and
fund source

Item	Heading	Fund source (1)	Commitment appropriations (EUR)	Budget changes (EUR)	Total commitment appropriations (EUR)	Executed commitment appropriations (EUR)	Committed (%)
			(1)	(2)	(3)=(1)+(2)	(4)	(5)=(4)/(3)
26 01 09 01	Publications Office	C1	84 274 000.00	-2 000 000.00 (2)	82 274 000.00	82 182 252.65	99.89
		C4	7 213 628.68		7 213 628.68	2 377 666.65	32.96
		C5	6 186 374.65		6 186 374.65	6 171 644.25	99.76
	Total		97 674 003.33	-2 000 000.00	95 674 003.33	90 731 563.55	94.83
26 01 10 01	Consolidation of EU law	C1	1 070 000.00	350 000.00 (2)	1 420 000.00	1 419 978.05	100.00
	Total		1 070 000.00	350 000.00	1 420 000.00	1 419 978.05	100.00
26 01 11 01	Official Journal of the European Union	C1	11 805 000.00	-950 000.00 (4)	10 855 000.00	10 854 974.77	100.00
		C4	10 267 429.86		10 267 429.86	9 822 781.43	95.67
		C5	806 404.71		806 404.71	806 404.71	100.00
	Total		22 878 834.57	-950 000.00	21 928 834.57	21 484 160.91	97.97
26 01 12	Summaries of Union legislation	C1	533 000.00		533 000.00	533 000.00	100.00
		C4	823 000.00		823 000.00	353 032.35	42.90
	Total		1 356 000.00	0.00	1 356 000.00	886 032.35	65.34
26 02 01	Procedures for awarding and advertising public supply, works and service contracts	C1	14 738 200.00	-7 000 000.00 (2)	7 738 200.00	7 738 144.98	100.00
		C4	326 072.41		326 072.41	3 833.68	1.18
		C5	404 643.44		404 643.44	404 643.44	100.00
	Total		15 468 915.85	-7 000 000.00	8 468 915.85	8 146 622.10	96.19
	Total		138 447 753.75	-9 600 000.00	128 847 753.75	122 668 356.96	95.20

(1) C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2012.

(2) An amount of EUR 2 000 000 (2.37%) of voted budget for expenditure related to staff in active employment was proposed to the Commission for transfer and all of it was used.

(3) An amount of EUR 350 000 (32.71%) of voted budget was requested and transferred.

(4) An amount of EUR 950 000 (8.05%) of voted budget was proposed to the Commission for transfer and all of it was used.

(5) An amount of EUR 7 000 000 (47.50%) of commitment appropriations was proposed to the Commission for transfer and all of it was used.



Table 27
Outturn of payment appropriations on 31 December, by budget line and fund source

Item	Heading	Fund source (1)	Payment appropriations (EUR)	Budget changes (EUR)	Total payment appropriations (EUR)	Executed payment appropriations (EUR)	Paid (%)
			(1)	(2)	(3)=(1)+(2)	(4)	(5)=(4)/(3)
26 01 09 01	Publications Office	C1	84 274 000.00	- 2 000 000.00 (2)	82 274 000.00	76 755 386.02	93.29
		C4	7 213 628.68		7 213 628.68	1 163 871.61	16.13
		C5	6 186 374.65		6 186 374.65	5 564 667.77	89.95
		C8	5 507 637.51		5 507 637.51	5 455 626.34	99.06
		Total	103 181 640.84	- 2 000 000.00	101 181 640.84	88 939 551.74	87.90
26 01 10 01	Consolidation of EU law	C1	1 070 000.00	350 000.00 (2)	1 420 000.00	849 899.41	59.85
		C8	597 560.70		597 560.70	597 560.70	100.00
		Total	1 667 560.70	350 000.00	2 017 560.70	1 447 460.11	71.74
26 01 11 01	Official Journal of the European Union	C1	11 805 000.00	- 950 000.00 (4)	10 855 000.00	8 024 254.05	73.92
		C4	10 267 429.86		10 267 429.86	7 155 080.91	69.69
		C5	806 404.71		806 404.71	806 404.71	100.00
		C8	3 798 915.04		3 798 915.04	3 798 915.04	100.00
		Total	26 677 749.61	- 950 000.00	25 727 749.61	19 784 654.71	76.90
26 01 12	Summaries of Union legislation	C1	533 000.00		533 000.00		-
		C4	823 000.00		823 000.00		-
		Total	1 356 000.00		1 356 000.00	0.00	0.00
26 02 01	Procedures for awarding and advertising public supply, works and service contracts	C1	12 849 449.00	- 4 920 000.00 (2)	7 929 449.00	7 684 108.64	96.91
		C4	326 072.41		326 072.41	1 587.00	0.49
		C5	404 643.44		404 643.44	404 643.44	100.00
		Total	13 580 164.85	- 4 920 000.00	8 660 164.85	8 090 339.08	93.42
		Total	146 463 116.00	- 7 520 000.00	138 943 116.00	118 262 005.64	85.12

(1) C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2012; C8 = Commitments carried over from 2012..

(2) An amount of EUR 2 000 000 (2.37%) of voted budget for expenditure related to staff in active employment was proposed to the Commission for transfer and all of it was used.

(3) An amount of EUR 350 000 (32.71%) of voted budget was requested and transferred.

(4) An amount of EUR 950 000 (8.05%) of voted budget was proposed to the Commission for transfer and all of it was used.

(5) An amount of EUR 4 920 000 (38.29%) of payment appropriations was proposed to the Commission for transfer and all of it was used.



Table 28 is reproduced 'as is' from accounting documents supplied by the European Commission's Directorate-General for Budget.

Budget item	(EUR)										
	(1)	(2)	(3)	(4)=(1)-(2)-(3)	(5)	(6)	(7)	(8)	(9)=(5)-(6)-(7)-(8)	(10)= [(9)-(5)]/(5)	(11)=(4)+(9)
Title 26											
Chapter 26 01											
26 01 09 01	—	83 483 952.40	215 959.62	7 031 678.53	6 647 603.34	-1 139 965.83	5 455 626.34	52 011.17	—	-100.00	7 031 678.53
26 01 10 01	—	849 899.41	—	570 078.64	603 327.45	-5 766.75	597 560.70	—	—	-100.00	570 078.64
26 01 11 01	—	15 985 739.67	—	5 498 421.24	4 481 282.54	-682 367.50	3 798 915.04	—	—	-100.00	5 498 421.24
26 01 12	—	—	—	886 032.35	—	—	—	—	—	-100.00	886 032.35
Total Chapter 26 01	114 521 734.86	100 319 564.48	215 959.62	13 986 210.76	11 732 213.33	-1 828 100.08	9 852 102.08	52 011.17	0.00	-100.00	13 986 210.76
Chapter 26 02											
26 02 01	8 146 622.10	4 953 080.99	—	3 193 541.11	3 672 655.50	-371 227.15	3 137 258.09	—	164 170.26	-95.53	3 357 711.37
Total Chapter 26 02	8 146 622.10	4 953 080.99	0.00	3 193 541.11	3 672 655.50	-371 227.15	3 137 258.09	0.00	164 170.26	-95.53	3 357 711.37
Total Title 26	122 668 356.99	105 272 645.47	215 959.62	17 179 751.87	15 404 868.83	-2 199 327.23	12 989 360.17	52 011.17	164 170.26	-98.93	17 343 922.13
Total OP	122 668 356.99	105 272 645.47	215 959.62	17 179 751.87	15 404 868.83	-2 199 327.23	12 989 360.17	52 011.17	164 170.26	-98.93	17 343 922.13

Table 28
Situation of
commitments
to be settled on
31 December



Table 29
Situation on
revenue and
income

Table 29 is reproduced 'as is' from accounting documents supplied by the European Commission's Directorate-General for Budget. This gives an accounting view of the information provided in Table 31.

(EUR)

Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding balance
	Current year RO (1)	Carried over RO (2)	Total (3)=(1)+(2)	Current year RO (4)	Carried over RO (5)	Total (6)=(4)+(5)	
Title 5: Revenue accruing from the administrative operation of the institutions							
50	724 373.25	0.00	724 373.25	700 006.59	0.00	700 006.59	24 366.66
55	14 774 601.49	88 500.27	14 863 101.76	14 753 880.46	88 500.27	14 842 380.73	20 721.03
57	708.56	0.00	708.56	708.56	0.00	708.56	0.00
61	12 256.60	0.00	12 256.60	12 256.60	0.00	12 256.60	0.00
66	2 960 838.05	190 410.09	3 151 248.14	2 845 843.33	190 410.09	3 036 253.42	114 994.72
90	1 000.00	0.00	1 000.00	1 000.00	0.00	1 000.00	0.00
Total OP	18 473 777.95	278 910.36	18 752 688.31	18 313 695.54	278 910.36	18 592 605.90	160 082.41

**Table 30 Management of the budget on behalf of the institutions (payments)***(in million EUR)*

Official Journal appropriations from institutions other than the Commission	8.71
Publication invoices (invoices and credit notes)	9.72
Total	18.43

Table 31 Recovery orders issued assimilated to assigned revenue*(EUR)*

Budget line	
26 010901 010300 — Buildings and related expenditure	5 516.84
26 010901 015000 — Personnel policy and management	708.56
26 010901 020100 — Production	3 012 724.47
26 010901 020200 — Cataloguing and archiving	1 814.75
26 010901 020300 — Physical distribution and promotion	4 024 572.40
26 010901 020400 — Public websites	1 814.75
Total RO issued on 26 010901	7 047 151.77
26 011101 — Official Journal (L and C)	10 276 140.30
26 011200 — Summaries of Union legislation	823 000.00
26 020100 — Procedures for awarding and advertising public supply, works and service contracts	326 072.41
Subtotal	11 425 212.71
Payments on income lines	1 413.49
Total	18 473 777.97



Table 32
Official Journal:
costs of services (*)

(EUR)

	Commission (1)	Parliament	Council	Court of Justice	Court of Auditors	Economic and Social Committee	Committee of Regions	Total (2)
OJ L and C series — Paper edition	5 802 950.52	509 694.96	2 334 913.61	332 370.39	208 751.93	182 605.45	118 004.40	9 489 241.26
OJ CE — Electronic edition	0.00	761 830.63	136 201.09	0.00	0.00	0.00	0.00	898 031.72
OJ L and C DVD	135 762.76	62 680.67	30 956.53	9 658.42	3 566.16	3 120.38	1 906.95	247 651.88
Digital archiving (EUDOR)	77 150.29	35 619.75	17 591.72	5 488.64	2 026.58	1 773.23	1 083.66	140 733.87
Other budgetary documents	308 887.40	682.45	682.45	0.00	0.00	0.00	0.00	310 252.29
Other preparation and correction work	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Formex validation	319 290.91	147 857.38	74 141.54	22 652.08	8 363.84	7 318.38	4 472.31	584 096.43
Tables	237 698.49	77 601.68	49 059.07	61 688.69	1 022.19	894.41	546.59	428 511.11
Transport/packaging/dispatch	518 405.16	239 343.93	118 206.24	36 880.34	13 617.34	11 915.18	7 281.52	945 649.71
CIBA	520 743.85	527 357.93	426 716.26	0.00	0.00	0.00	0.00	1 474 818.05
Common information products	2 072 050.02	953 760.77	474 647.68	146 896.05	54 264.33	48 193.70	29 042.98	3 778 855.52
IT development	293 451.42	135 484.46	66 912.54	20 876.75	7 708.37	6 744.79	4 121.80	535 300.13
Other services	54 603.38	14 112.39	2 998.53	935.54	8 892.75	302.25	184.71	82 029.55
Secondary legislation	121 600.06	117 096.39	211 674.23	0.00	0.00	0.00	0.00	450 370.68
Total (2)	10 462 594.25	3 583 123.40	3 944 701.48	637 596.90	308 213.49	262 867.78	166 644.91	19 365 542.20

(*) Table 32 has been adapted following IAC OP 2011-01 recommendations, in order to present an exhaustive financial status for a complete budgetary exercise.

(1) Services executed for the Commission, for agencies or other EU bodies and charged to budgetary line 26 01 11 01.

(2) Payments done for 2012 credits in 2012 and 2013 (regularisations included, which may lead to negative amounts).

(3) Including other EU bodies.

**Table 33 Publications: invoicing, by institution, agency or body**

Institution, agency or other body	2012		2013		2013/2012	
	Amount (EUR)	%	Amount (EUR)	%	Difference (EUR)	%
Institutions						
Commission	4 417 088.30	42.73	4 973 537.05	51.15	556 448.75	12.60
European Parliament	918 750.39	8.88	350 373.91	3.60	-568 376.48	-61.86
Council	330 941.66	3.20	169 921.96	1.75	-161 019.70	-48.66
Court of Justice	905 338.29	8.76	1 669 046.69	17.17	763 708.40	84.36
Court of Auditors	547 969.65	5.30	446 476.09	4.59	-101 493.56	-18.52
Economic and Social Committee	56 426.24	0.55	28 934.61	0.30	-27 491.63	-48.72
Committee of the Regions	188 605.00	1.82	312 928.71	3.22	124 323.71	65.92
Ombudsman	163 736.13	1.58	188 240.21	1.94	24 504.08	14.97
Other (*)	566 159.34	5.48	42 302.70	0.44	-523 856.64	-92.53
Subtotal	8 095 015.00	78.31	8 181 761.93	84.15	86 746.93	1.07
(*) EIF, EIB, EEAS, EDPS, EUI.						
Agencies and other bodies						
Cedefop	74 181.54	0.72	45 204.63	0.46	-28 976.91	-39.06
CORDIS	85 646.28	0.83	81 005.73	0.83	-4 640.55	-5.42
CPVO	6 995.71	0.07	6 746.87	0.07	-208.84	-3.00
EACEA	161 378.90	1.56	83 601.13	0.86	-77 777.77	-48.20
ECDC	86 145.94	0.83	77 605.63	0.80	-8 540.31	-9.91
EIGE	118 026.08	1.14	102 319.74	1.05	-15 706.34	-13.31
EMCDDA	171 584.09	1.66	0.00	0.00	-171 584.09	0.00
Europol	49 905.09	0.48	43 214.70	0.44	-6 690.39	-13.41
OHMI	19 399.78	0.19	32 004.19	0.33	12 604.41	64.97
OLAF	134 361.37	1.30	18 553.56	0.19	-115 807.81	-86.19
OSHA	398 794.16	3.86	104 775.57	1.08	-294 018.59	-73.73
Other agencies	582 738.55	5.64	618 728.18	6.36	35 989.63	6.18
Subtotal	1 889 117.49	18.27	1 213 759.93	12.48	-675 357.56	-35.75
Publications Office	353 252.06	3.42	327 010.41	3.36	-26 241.65	-7.43
Subtotal	353 252.06	3.42	327 010.41	3.36	-26 241.65	-7.43
Total	10 337 384.55	100	9 722 532.27	100.00	-614 852.28	-5.95

Table 34 Invoicing: offline products (CD-ROM/DVD)

Title	2012 (EUR)	2013 (EUR)	Change 2013/2012 (%)
OJ S DVD			
— subscriptions	65 711.80	55 151.25	-16.07
— individual sales	0.00	48.00	-
Total OJ S	65 711.80	55 199.25	-16.00
OJ L and C DVD ⁽¹⁾			
— subscriptions	18 200.00	14 070.00	-22.69
— individual sales	75.00	0.00	—
Total OJ L and C	18 275.00	14 070.00	-23.01
COMEXT CD-ROM			
— subscriptions	9 408.00	discontinued	0.00
— individual sales	1 320.00	discontinued	0.00
Total COMEXT	10 728.00	—	—
Other DVD's, CD-ROMs and combined products ⁽²⁾			
Total Other	8 394.00	28 951.00	244.90
Grand total	103 108.80	98 220.25	-4.74

⁽¹⁾ This decrease in invoicing is mainly due to a radical reduction of the fees for the annual subscriptions to the OJ content in DVDs adopted in January 2012 (from EUR 400 to EUR 100).

⁽²⁾ In 2013, EU agencies, in particular EASA, consolidated the sales of DVDs via the EU Bookshop website.

Table 35 Invoicing: licences

	2012 (EUR)	2013 (EUR)	Change 2013/2012 (%)
EUR-Lex	21 083	-4 333.33 ⁽¹⁾	-120.55
TED	302 250	138 393.32	-54.21
Total	323 333	134 059.99	-58.54

⁽¹⁾ This negative amount is due to the issue of credit notes to regularise previous annual invoices. Free licences to reuse EUR-Lex data in XML are offered since 1 July 2012.



Commercial accounts

Table 36 Balance sheet

(EUR)

	2012	2013
Assets		
Trade accounts receivable — Gross value	261 414.60	226 592.02
Provision for doubtful debtors	(166 601.75)	(166 601.75)
Trade accounts receivable — Net value	94 812.85	59 990.27
Term deposits	0.00	0.00
Sight deposits	175 230.81	140 756.92
Total	270 043.66	200 747.19
Liabilities		
Payables, DG and institutions	254 362.55	187 212.98
Payables, DG and institutions — Sales proceeds to assign	12 789.03	12 482.46
Payables, financial and other result	2 892.08	1 051.75
Total	270 043.66	200 747.19

Table 37 Profit-and-loss account

(EUR)

	2012	2013
Sales		
Gross sales invoiced	1 702 299.70	1 003 578.33
Discount	(252 693.08)	(127 008.06)
Net sales invoiced	1 449 606.62	876 570.27
Financial and other results		
Miscellaneous revenue	968.36	641.01
Credit interest	5 529.00	4 074.54
Exchange rate gains	0.00	0.00
Miscellaneous charges	0.00	0.00
Exchange rate loss	(5.16)	0.00
Bank charges	(3 600.12)	(3 663.80)
	2 892.08	1 051.75
Operating results	1 452 498.70	877 622.02

Table 38 Sales revenue collected

(EUR)

Authorising institution	Official Journal subscriptions	Other periodicals	Monographs — Books	Monographs — Others	Database licences	Various	Total
Parliament	111 121.90	—	122.29	—	—	—	111 244.19
Council	81 790.56	—	9 166.05	—	—	—	90 956.61
Commission (except the Publications Office)	—	1 337.00	17 594.00	360.00	—	—	19 291.00
Court of Justice	16 042.59	10 010.00	2 609.36	—	—	—	28 661.95
Court of Auditors	6 908.64	—	2.66	—	—	—	6 911.30
Economic and Social Committee	17 142.06	—	6.48	—	—	—	17 148.54
Committee of the Regions	4 360.01	—	16.70	—	—	—	4 376.71
Agencies	—	—	44 093	28 579.00	—	—	72 672.00
Publications Office	261 253.49	53 592.55	17 069.46	48.00	204 059.99	11 999.46	548 022.95
Total	498 619.25	64 939.55	90 680.00	28 987.00	204 059.99	11 999.46	899 285.25

Table 39 Commercial invoicing, by product category

(EUR)

Product	2011	2012	2013	Change 2013/2012 (%)
Official Journal	1 079 441.50	809 707.80	605 009.25	– 25.28
Other periodicals	82 586.00	204 672.00	6 202.00	– 96.97
<i>Total Periodicals</i>	<i>1 162 027.50</i>	<i>1 014 379.80</i>	<i>611 211.25</i>	<i>– 39.75</i>
<i>Monographs</i>				
Books	66 157.00	91 102.46	106 202.00	16.57
Others ⁽¹⁾	10 524.00	7 531.00	13 475.00	78.93
Database licences	621 250.00	323 333.33	134 059.99	– 58.54
Various ⁽²⁾	12 103.97	13 260.03	11 622.03	– 12.35
Total	1 872 062.47	1 449 606.62	876 570.27	– 39.53

⁽¹⁾ Sales of single periodicals including single issues of the OJ.

⁽²⁾ Most of the amounts charged as 'various' correspond to shipment fees on EU Bookshop orders.



Procurement and contracts

Table 40 Open procedures concluded

<i>Procedures concluded with contract award</i>				
Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Single framework contract ⁽¹⁾ ⁽²⁾	10	3	10	26 485 405.67
Multiple framework contract 'en cascade' ⁽¹⁾	8	14	47	39 412 223.00
Multiple framework contract 'à façon' ⁽¹⁾	2	10	46	56 270 373.34
Multiple framework contract with reopening of competition ⁽¹⁾	1	1	4	8 967 613.20
Hybrid contract	1	0	1	660 250.00
Total	19 ⁽¹⁾	28	108	131 795 865.21

Procedures concluded without contract award 1

⁽¹⁾ For three procedures, different types of contract have been established (procedures 10354, 10449 and 10450 led to two different types of contracts).

⁽²⁾ One procedure (10565) is awarded without yet the signature of the contract.

Table 41 Negotiated procedures concluded (> EUR 60 000)

<i>Procedures concluded with contract award</i>				
Type of contract	Number of procedures	Number of lots	Number of contracts or amendments signed	Total amount (EUR)
New contracts	1	0	1	954 800.00
Amendments to existing contracts	1	0	1	190 000.00
Total	2	0	2	1 144 800.00

Procedures concluded without contract award 1

Table 42 Negotiated procedures of low value (≤ EUR 60 000)

Type of contract	Number of procedures	Number of lots	Number of contracts or amendments signed	Total amount (EUR)
Direct contract	3	0	3	83 660.00
Single framework contract	1	0	1	60 000.00
Amendment to existing contract	3	0	4	15 000.00
Total	7	0	8	158 660.00

Procedures concluded without contract award 0

Table 43 Restricted procedures

<i>Procedures concluded with contract award</i>				
Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (EUR)
Single framework contract	2	0	2	232 550.00
Total	2	0	2	232 550.00

Procedures concluded without contract award 3

**Table 44 Procedures based on existing framework contracts
(with relaunching of competition)**

<i>Procedures concluded with contract award</i>				
Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (EUR)
Framework contract OIB	1	0	1	153 373.50
Specific contract	1	0	1	53 103.32
Hybrid specific contract	2	0	2	260 105.00
Total	4	0	4	466 581.82
<i>Procedures concluded without contract award</i>				0

Table 45 Other procedures

<i>Procedures concluded with increase of contract amount</i>			
Type of contract	Number of procedures	Number of contracts affected	Total amount (EUR)
Increase of contract amount	4	6	2 070 054.57

Table 46 Contract management

	2012	2012
New contracts established ⁽¹⁾	28	119
Non-renewal/termination	16	13
Amendments to existing contracts established of which	105 ⁽²⁾	281
— <i>negotiated procedures</i>	27 ⁽³⁾	30
— <i>other amendments</i>	59	251
— <i>other EU services amendments</i>	3	—

⁽¹⁾ Order forms are not taken into account.

⁽²⁾ Including non-renewal/termination.

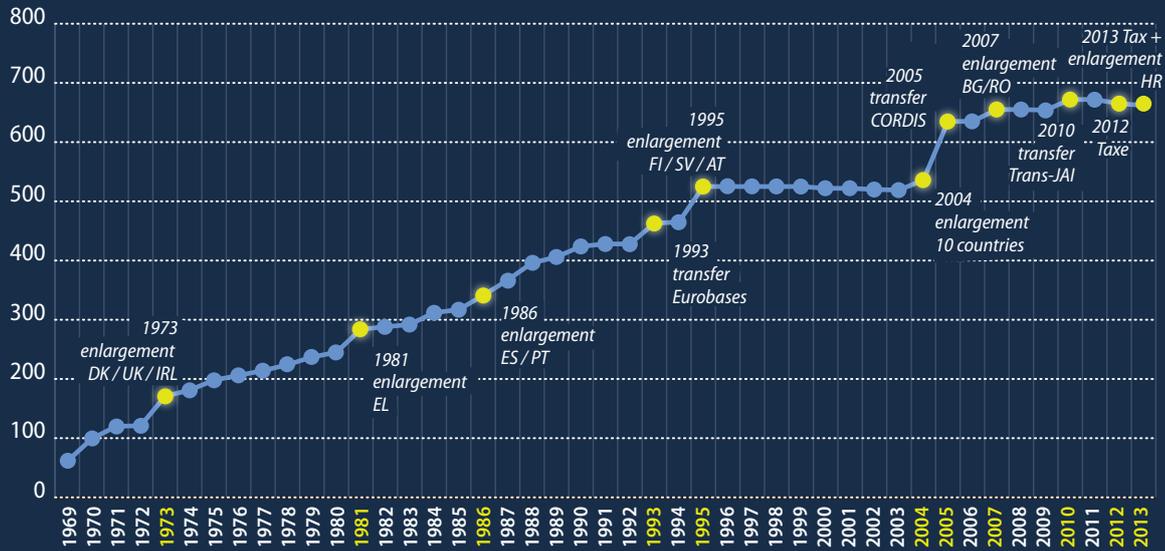
⁽³⁾ 14 awarded in 2011 (10084).

Table 47 New contracts established by type of procedure

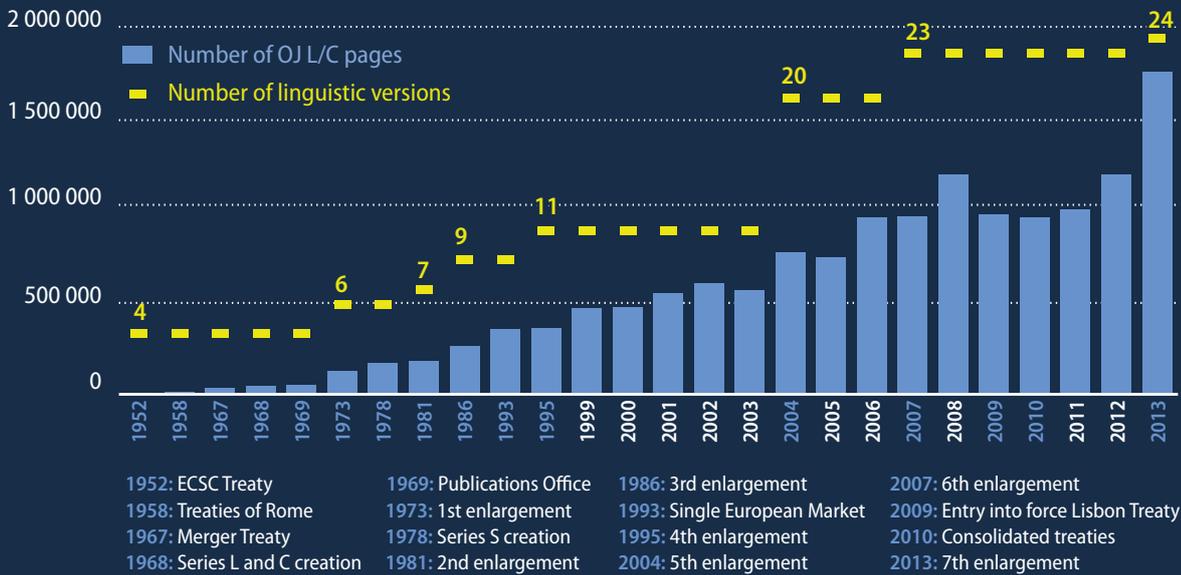
	Number of contracts
Publications Office open procedures	108
Publications Office negotiated procedures	1
Publications Office negotiated procedures of low value	4
Publications Office restricted procedures	2
Publications Office procedures based on existing framework contracts	4
Publications Office procedures based on competitive dialog	0
Total	119



Graph 1 Evolution of staff from 1969 onwards



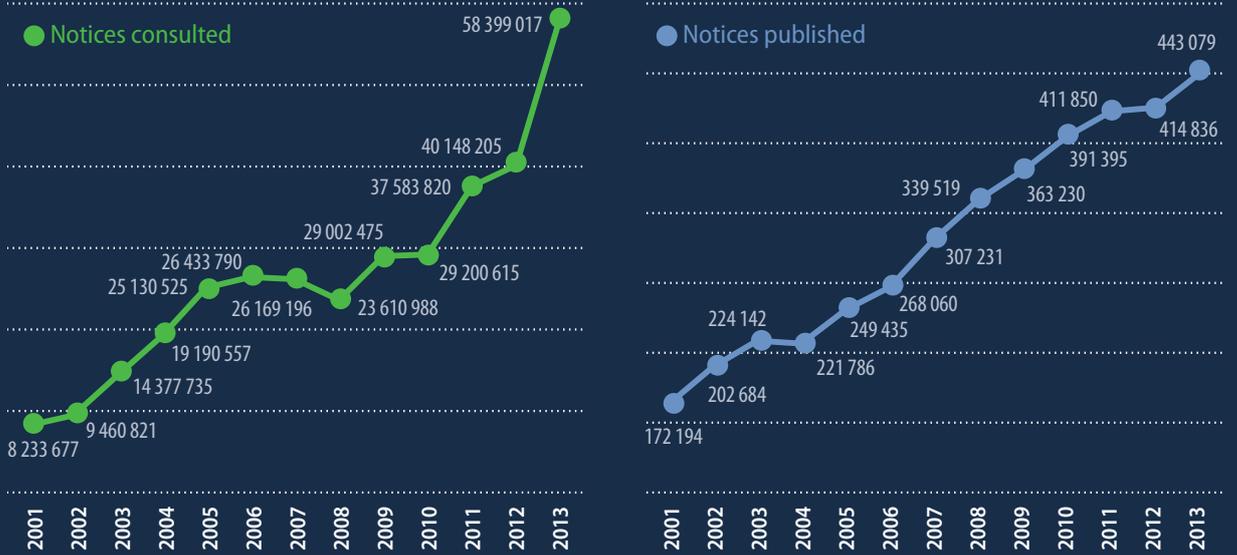
Graph 2 Evolution of Official Journal production from 1952 onwards



- | | | | |
|-------------------------------|---------------------------|------------------------------|--------------------------------------|
| 1952: ECSC Treaty | 1969: Publications Office | 1986: 3rd enlargement | 2007: 6th enlargement |
| 1958: Treaties of Rome | 1973: 1st enlargement | 1993: Single European Market | 2009: Entry into force Lisbon Treaty |
| 1967: Merger Treaty | 1978: Series S creation | 1995: 4th enlargement | 2010: Consolidated treaties |
| 1968: Series L and C creation | 1981: 2nd enlargement | 2004: 5th enlargement | 2013: 7th enlargement |



Graph 3 TED consultation figures



Graph 4 EUR-Lex consultation figures





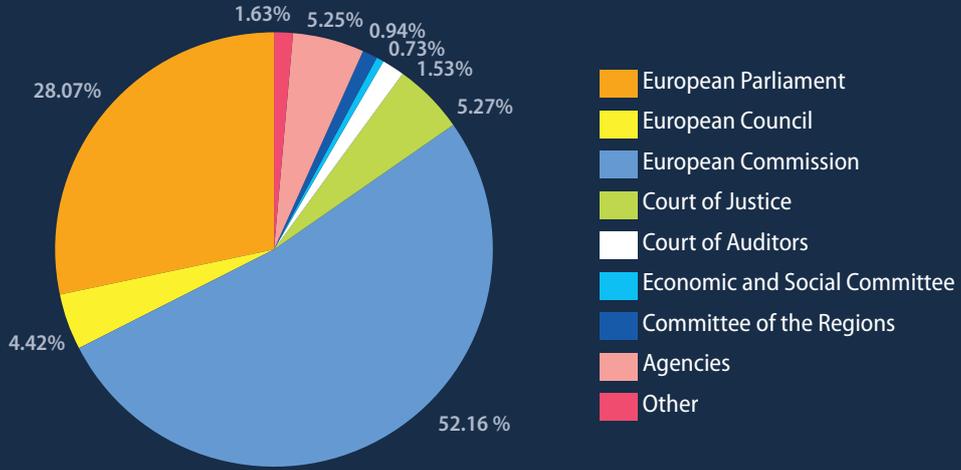
Graph 5 CORDIS consultation figures



Graph 6 EU Bookshop consultation figures



Graph 7 Breakdown of the Publications Office's costs, by institution





Annex IV

Financial statements – 2013

Balance sheet		
<i>Notes reference</i>	2013	2012
Assets	14 852 496	15 710 438
<i>Non-current assets</i>	9 758 708	10 716 848
1 Intangible fixed assets	5 123 253	4 961 761
2 Property, plant and equipment	4 635 455	5 755 087
<i>Current assets</i>	5 093 788	4 993 590
3 Inventories	3 829 907	3 293 543
4 Receivables	1 123 124	1 524 816
5 Cash and cash equivalents	140 757	175 231
Liabilities	(12 168 021)	(9 187 242)
<i>Non-current liabilities</i>	(112 275)	(228 860)
6 Long-term provisions	(112 275)	(112 275)
7 Long-term payables	0	(116 584)
<i>Current liabilities</i>	(12 055 746)	(8 958 382)
8 Payables	(12 055 746)	(8 958 382)
Net assets	2 684 475	6 523 196
9 <i>Net assets</i>	2 684 475	6 523 196



Economic outturn account

<i>Notes reference</i>	2013	2012
10 <i>Other operating revenue</i>	20 872 556	9 067 484
Sales of publications	682 539	1 099 286
Other revenue	5 723 240	323 247
Revenue with other consolidated entities	13 061 632	5 074 751
Internal Commission revenue	3 004 982	3 112 491
Internal Commission expenses	(1 599 836)	(542 291)
11 <i>Administrative expenses</i>	(56 654 837)	(47 438 920)
Staff expenses	688 451	1 009 147
Fixed assets related expenses	(3 132 857)	(2 672 783)
Buildings expenses	(10 662 339)	(9 661 586)
Publications expenses	(26 909 653)	(22 375 290)
Other administrative expenses	(16 444 783)	(13 603 430)
Expenses with other consolidated entities	(193 655)	(134 979)
12 <i>Operating expenses</i>	(21 340 789)	(20 918 230)
Operational expenses	(16 452 333)	(18 984 343)
Movements on stock	(4 888 456)	(1 821 616)
Provision for other liabilities/write-down receivables	0	(112 271)
13 <i>Financial operations</i>	(15 538)	(25 628)
Financial revenue	(2 123)	(6 483)
Financial expenses	(13 416)	(19 145)

Off-balance sheet

<i>Contingent assets</i>	9 230 687	10 906 662
14 Guarantees received	9 230 687	10 906 662
<i>Contingent liabilities</i>	(46 950 419)	(54 502 025)
15 Commitments	(17 739 238)	(19 870 897)
16 Amounts related to open legal cases	(1 649 069)	(1 589 533)
17 Long-term operational leases	(27 562 112)	(33 041 594)



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 account, which is more detailed in this report. Furthermore, assets and liabilities do not match because the Office's balance sheet forms part of the Commission's balance sheet, where assets and liabilities do balance.

These accounts form part of the 2013 provisional annual accounts of both the Commission and the European Union. The figures are still subject to audit by the Court of Auditors.

Internal control systems

Based on an annual revised risk assessment and accounting quality overview, the Accounting Section drafts a revision plan: it contains the steps that will be undertaken for the verifications of the accounting data for each item of the balance sheet, economic outturn account and off-balance sheet items. Verifications are performed all year round in order to provide reasonable assurance of correct recording of transactions.

Balance sheet

1 Intangible assets

The Office has disclosed assets under construction amounting to EUR 1 600 951. This corresponds to the capitalisation of two large-scale IT projects started in 2012 and still in development (METACONV and CORDIS ICA3). The 2013 charges added to 'assets under construction' amount to EUR 850 911. The start of the operational phase is foreseen in 2014.

Since 2012, two large-scale IT projects (New EUR-Lex and CELLAR) have been in their operational phase. Their acquisition value is EUR 3 349 038 and their cumulative depreciation now totals EUR 401 245.

The net value of software bought off the shelf is also recorded in this section.

A straight line depreciation method is applied on a monthly base to OP intangible assets. The yearly depreciation rates are:

- 10% for New EUR-Lex;
- 12.5% for CELLAR;
- 25% for assets bought off the shelf.

2 Property, plant and equipment

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

The Publications Office handles assets related to the Official Journal L and C series which are financed by different institutions and assets related to CORDIS, which are financed by several Directorates-General of the Commission. The Office includes the total value of these assets in its balance sheet, and not just the Office's share.



Table 1 shows the 2013 movements related to tangible and intangible fixed assets. The main decrease is due to the new hardware purchases being lower than the depreciated amount on existing ones and, to a lesser extent, by the depreciation on financial leasing of an IT server (Table 2).

Depreciation rates are calculated following accounting rule No 7. A monthly straight line depreciation is applied, based on a rate that varies by type of asset.

Main yearly depreciation rates are:

- 25%: IT material, servers, computers, copy machines, printers, telecommunication material;
- 12.5%: plant machinery and most equipment;
- 10%: office furniture.

Two contracts for financial lease of IT servers were signed in 2013 and the deliveries will occur in 2014. This will increase asset value by EUR 1 050 551.

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 EUR 18 434 769. The impairment value is EUR 14 758 109. The net value is therefore EUR 3 676 660.

The accounting policies adopted in measuring inventories are:

- stock is valued according to the historical cost which remains unchanged;
- the unitary cost of priced publications is valued at 1/3 of the net price;
- the unitary cost of free publications is valued on a cost per kilo basis;
- priced publications are valued at net realisable value equal to the cost of publications in stock which are expected to be sold. This estimation is based on the *n-1* stock rotation. This analysis considers the distribution curve during each publication's lifetime: the more recent the publication, the faster its rotation;
- the free publications are valued at the replacement cost of those publications in stock which are expected to be dispatched. As for priced publications, this estimation is based on the *n-1* stock rotation analysis.

The stock of materials and supplies consumed in printing on demand and distribution processes has a gross value of EUR 168 897 at 31 December 2013. An impairment value of EUR 15 651 due to obsolescence or damage has been calculated. The net value is therefore EUR 153 246.

4 Receivables

The biggest amounts in this section are:

- receivables from other institutions, agencies and Commission DGs related to recovery orders for production, storage and dissemination of the publications (EUR 160 082 of which none were due by 31 December 2013);
- receivables related to the sales of publications, and subscriptions for a gross amount of EUR 226 592 less the provision of EUR 166 601 for doubtful debtors;
- cut-off adjustments:
 1. receivables related to recovery orders to be issued in 2014 related to services performed in 2013 (EUR 712 918),
 2. charges invoiced in 2013 for services to be rendered in 2014 (EUR 186 102). This item includes an amount of EUR 38 806 for pre-financing of IT projects. The rents of buildings are now managed by OIL. This explains the decrease of EUR 501 719 compared with 2012.



5 Cash and cash equivalents

This section includes the balances of 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 from publications collected on behalf of other Commission DGs, agencies and institutions in February, July and October.

6 Long-term provisions

This section concerns a provision created in 2012 for an open legal case with a likely loss (>50% probability) estimated at EUR 112 275.

7 Long-term payables

This section concerned last year a long-term debt for a financial lease. As the final reimbursement of the lease will occur in 2014, this item now amounts to zero.

8 Payables

This section mainly includes:

- invoices received and to be paid as at 31 December 2013 (EUR 130 427), including the share to be paid on behalf of other institutions;
- payables for services and goods rendered in 2013 but not yet invoiced by suppliers (EUR 9 613 319). The increase of near two million euro compared with 2012 is mainly due to Official journal expenses and building development to be invoiced;
- short-term debt for financial leasing of IT equipment (EUR 116 584);
- deferred income related to advance recovery orders issued to the institutions in order to ensure the financing of the OJ production following the termination of the liaison accounts and the conclusion of the new SLAs (EUR 2 135 025 compared with EUR 355 000 in 2012);
- deferred income for TED licences is no longer recorded as all licences are freely available (EUR 191 568 in 2012).

9 Net assets

The Publications Office's balance sheet represents only the assets and liabilities that are under the control of the Director-General. Amounts such as cash held in the Commission's bank accounts are not included in the Office's accounts since they are managed centrally by DG Budget, on whose balance sheet account they appear. The balance presented is therefore not in equilibrium.

Economic outturn account

10 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 and C series. A further decrease of sales is expected: the electronic version of the Official Journal has now legal value and the licences are freely available.



■ **Other revenue.** This section includes mainly:

- the recovery of previous impairment of stock of publications (EUR 5 424 820),
- the value of recovery orders for storage, dissemination and printing costs issued to bodies outside the consolidation scope (EUR 221 116),
- the value of liquidated damages applied to contractors, and other small amounts.

■ **Revenue with other consolidated entities.** The increase in amount compared with last year is mainly due to the new system of advance recovery orders issued against the other institutions in replacement of the previous liaison account system. The amount of EUR 11 173 110 of this account is due to this new system.

Recovery of expenses for storage, dissemination and production of publications charged to other institutions and agencies are also recorded under this item.

■ **Internal Commission result.** It includes:

- revenue for storage and dissemination charged to other DGs (EUR 3 004 982) and,
- cost for services charged to the Office by other DGs (EUR 1 599 836). The increase compared with 2012 is explained by payments for a total of EUR 880 000 to DIGIT in the framework of the new memorandum of understanding on hosting EUR-Lex.

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.

11 Administrative expenses

In line with the accrual accounting principles, the economic outturn account includes not only the expenses incurred and paid in 2013 but also expenses for goods and services delivered during the year but not yet paid or invoiced.

In order to assess the expenses incurred in 2013 but not yet invoiced, the Office, according to the instructions issued by DG Budget, analysed the amounts of outstanding commitments (RAL) as at 31 December 2013. Around 85% of the outstanding amounts have been analysed in detail. As far as the remaining 15% is concerned, a random sampling method has been used.

The economic outturn account also includes expenses on budget items for which the Office has received a sub/co-delegation. It does not include expenses on Office budget items managed by other Commission services (PMO, OIL and DIGIT).

■ **Staff expenses.** Staff salaries are not included in the Office's economic outturn account as accounting reporting on this falls within the responsibility of PMO. Thus, the Office's outturn account shows an administrative expense reduction in staff costs of EUR 688 451 representing the internal staff costs linked to IT projects.

■ **Fixed assets related expenses.** This represents the amount of the annual depreciation of tangible and intangible fixed assets and other expenses related to fixed assets.

■ **Buildings expenses.** The largest amounts for this expense are the yearly rents for 2013 (EUR 7 227 640) and building maintenance (EUR 3 304 951).

■ **Publications expenses.** This comprises the following types of expenses, not included under the operational expenses: storage and dissemination, proofreading, printing (including 5 million euro expenses paid by the institutions), CD-ROM production, archiving of electronic documents.



■ **Other administrative expenses.** The main expenses are as follows:

- EUR 7 825 192 concern the cost of Office supplies and maintenance,
- EUR 2 443 958 concern external and internal costs for development of IT projects, which have not been capitalised,
- EUR 4 355 950 concern maintenance of IT projects,
- the remaining balance concerns interim staff, training, IT research, operating leases, and other expenses.

■ **Expenses with other consolidated entities.** This includes services charged to the Office by other institutions (mainly European Parliament: crèches).

12 Operating expenses

■ **Operational expenses.** For the Office this represents expenses (except expenses for IT projects) on operational budget lines: CORDIS, OJ S, JURE project, and the charges for publications on co/sub-delegations on operational budget lines.

■ **Movements on stock.** This represents the impact on the economic outturn of the movements of stock. It is the increase in gross value of stock between 31 December 2012 and 31 December 2013. The impairment reduction has been recorded under other revenue.

The table hereunder summarises the stock situation:

	Acquisition value	Value reduction	Net 31.12.2013	Net 31.12.2012
Production material	168 897.01	-15 651.04	153 245.97	145 719.94
Publications and goods for resa	18 434 769.41	-14 758 108.62	3 676 660.79	3 147 823.06
Total	18 603 666.42	-14 773 759.66	3 829 906.76	3 293 543.00

■ **Provision for other liabilities.** No amount was recorded because no variations in the provision for legal cases occurred in 2013.

13 Financial operations

The negative amount under financial revenue represents on line payment fees incurred in 2014, these will be reversed and invoiced to author services.

The amount of EUR 13 416 recorded as financial expenses mainly comprises the interest paid on the 2013 instalment for the financial lease of IT material.

Off-balance sheet

14 Guarantees received

This represents the performance bank guarantees received from the contractors.

Guarantees deducted from invoiced amounts (mainly used for IT projects) are taken into account under accrued charges in the balance sheet.

15 Commitments

The amount shown represents the remaining share of the RAL (the outstanding commitments) as at 31 December 2013. It does not include the share of the RAL already booked in the balance sheet: invoices not yet validated and/or not yet paid by 31 December and accrued charges.



16 Amounts related to open legal cases

This represents potential liabilities related to pending legal cases with a probability of loss between 20% and 50%.

17 Long-term operational leases

It is the amount of outstanding legal commitments related to operational leases (Table 3).



(EUR)

	Intangible assets			Tangible assets				Assets	
	Computer software	Internally generated	Assets under construction	Plant, machinery and equipment	Furniture and rolling stock	Computer hardware	Other fixtures and fittings	Financial leasing	Total
A. Acquisition value									
Previous year-end	3 293 856	3 349 038	744 039	507 424	1 582 381	15 649 275	381 471	452 958	25 960 443
<i>Changes during the year</i>									
Acquisitions during the year	120 177		850 911	1 937	22 893	1 119 448	41 080		2 156 447
Disposal and withdrawals	-263 077			-2 741	-33 626	-2 537 548	-39 002		-2 875 995
Transfers and other	3 366 704	-3 349 038		0	605			0	18 271
Year-end	6 517 660	0	1 594 951	506 620	1 572 253	14 231 175	383 550	452 958	25 259 166
B. Depreciation and value adjustments									
Previous year-end	-2 394 307	-30 865	0	-287 997	-1 309 554	-10 733 811	-317 203	-169 859	-15 243 596
<i>Changes during the year</i>									
Amortisation for the year	-826 158			-40 318	-65 907	-2 049 873	-36 232	-113 239	-3 131 728
Disposal and withdrawals	-263 077			2 741	-33 626	2 537 548	-39 002		-2 875 995
Transfers and other	-31 969	30 865		0	-25				-1 129
Year-end	-2 989 357	0	0	-325 574	-1 341 860	-10 246 136	-314 433	-283 098	-15 500 458
Net book value (A+B)	3 528 302	0	1 594 951	-181 046	230 393	3 985 040	69 116	-169 859	9 758 708

Table 1
Fixed assets



Table 2
Financial leases

(EUR)

Description	Cumulative charges paid		Charges still to be paid						Asset gross value	Depreciation (-)	Impairment (-)	Net carrying amount 31.12.2013	Net carrying amount 31.12.2012		
	Capital	Interest	<1 year		1-5 years		>5 years							Capital	Interest
Land and buildings									0.00	0.00	0.00	0.00	0.00		
Plant and equipment									0.00	0.00	0.00	0.00	0.00		
Computer hardware	336 373.23	32 272.59	116 584.27	6 761.89					116 584.27	6 761.89	452 957.50	-242 655.80	-40 442.64	169 859.06	283 098.44
Furniture and vehicles									0.00	0.00	0.00	0.00	0.00	0.00	
Other									0.00	0.00	0.00	0.00	0.00	0.00	
Total	336 373.23	32 272.59	116 584.27	6 761.89	0.00	0.00	0.00	0.00	116 584.27	6 761.89	452 957.50	-242 655.80	-40 442.64	169 859.06	283 098.44

**Table 3 Operating leases***(EUR)*

Description	Charges still to be paid			Total charges to be paid
	<1 year	1-5 years	>5 years	
Mercier building	5 101 726	19 274 739	0	24 376 465
Gasperich building	906 702	163 952	0	1 070 653
Fischer building	1 257 056	309 959	0	1 567 015
Car park — Commerce	58 534	190 036	0	248 570
Car park — Féd. Agricole	9 856	0	0	9 856
Car park — Fort Wedell	3 414	0	0	3 414
Cars	46 329	38 115	0	84 445
Copy machines	75 506	126 189	0	201 695
Total	7 459 123	20 102 989	0	27 562 112

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