

**INTEGRATED AIR AND MISSILE DEFENCE
CENTRE OF EXCELLENCE**



FISCAL YEAR

2023

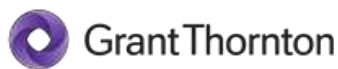
ANNUAL FINANCIAL STATEMENTS

March 2024

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INDEPENDENT AUDITOR'S REPORT

To Steering Committee of NATO's Integrated Air and Missile Defence (IAMD) Centre of Excellence (COE)

Opinion

We have audited the financial statements of the Integrated Air and Missile Defence ("IAMD") Centre of Excellence ("COE"), which comprise the statement of financial position as of **December 31, 2023**, the Statement of Financial Performance, the Statement of Change in Net Assets/Equity, the Statement of Cash Flow, the Budget Execution Statement, and the Notes to the Financial Statements for the year then ended, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Integrated Air and Missile Defence ("IAMD") Centre of Excellence ("COE") as of December 31, 2023, its financial performance, its cash flows and budget execution for the year then ended in accordance with the IAMD COE Financial Administrative Procedures (FAPs), based on the NATO Financial Regulations, aligning with the financial reporting stipulations delineated in the International Public Sector Accounting Standards (IPSAS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as incorporated in the Greek Legislation. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our Audit report. We are independent of the Centre within the entire course of our appointment, in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) incorporated into the Greek Legislation and ethical requirements relevant to the audit of financial statements in Greece and we have fulfilled our ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's Responsibility on the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the IAMD COE Financial Administrative Procedures as approved by the Centre's Steering Committee, based on the NATO accounting framework which adheres to many of the IPSAS as it is in force, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management's intention is to proceed with liquidating the Centre or discontinuing its operations or unless the management has no other realistic option but to proceed with those actions.

Auditor's Responsibilities for the Audit of the Financial Statements

The objectives of our audit are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs, as incorporated into the Greek Legislation, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to affect the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as incorporated in the Greek Legislation, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient



and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We disclose to the management, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Considering that the management is responsible for the preparation of the financial statements, which are jointly signed by the IAMD COE Director (or the Deputy Director for the Statement of Internal Control) and the Financial Controller, conforming to the respective responsibility and accountability principles, we note that:

- a. In our opinion, the Executive Statement (Summary) has been prepared in accordance with the applicable legal requirements and its content corresponds to the attached financial statements for the year ended 31/12/2023.
- b. Based on the knowledge we have gained in our audit of the Centre and its environment, we have not identified any material inaccuracies in the Executive Statement (Summary).

Heraklion, 23/07/2024

The Chartered Public Accountant



Konstantinos Emm. Antonakakis
CPA Reg. No 22 781

General information about the Centre

IAMD COE is located within Souda A/B at Chania of Crete supported by 115 Combat Wing.

The mission of the Integrated Air and Missile Defence Centre of Excellence (IAMD COE) is to enhance the interoperability and support the development and exploitation of IAMD capabilities of NATO, NATO Nations and Partner Nations, based on modern requirements and a smart defence/multinational solutions mindset, as well as to provide opportunities for comprehensive research, experimental, doctrine and concept development, education and training and comprehensive analysis in support of the lessons learned process.

The ultimate controlling and decision-making entity for the Centre is the Steering Committee (SC) which consists of the IAMD COE's participants and is responsible for guidance and supervision of all the Centre's activities and administration.

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

**Executive Statement
(Summary)**

(Statement 1)

INTRODUCTION

1. NATO's Integrated Air and Missile Defence (IAMD) represents an indispensable and continuous commitment, serving as a cornerstone in peacetime, crisis, and conflict scenarios. It stands as a bulwark, safeguarding Alliance territories, populations, and forces against airborne and missile threats or incursions. Central to NATO's deterrence and defence strategy, IAMD ensures the Alliance's indivisible security and unfettered operational capacity, including the ability to reinforce deployments and deliver strategic responses.

2. Entering its 4th year since its inception, the Integrated Air and Missile Defence Centre of Excellence (IAMD COE) has made substantial strides in augmenting its capabilities, steadfastly aligned with its defined mission. The Centre is dedicated to bolstering interoperability, fostering the development, and facilitating the utilisation of IAMD capabilities among NATO, NATO Nations, and Partner Nations, all within the framework of contemporary security imperatives and a forward-looking multinational approach. Striving to constitute an IAMD hub, the Centre serves as a nexus for comprehensive research, experimental endeavors, doctrinal refinement, conceptual evolution, educational initiatives, and training programs, while also providing overarching analytical support to the lessons learned process.

3. The apex authority overseeing the Centre's operations and strategic decisions is the Steering Committee (SC), comprising the participating nations of the IAMD COE. This body is entrusted with providing guidance and exercising supervision over all facets of the Centre's activities and administration. For the Fiscal Year (FY) 2023, Greece, serving as the Framework Nation (FN), along with Bulgaria, the Czech Republic, France¹, Romania and Türkiye as Sponsoring Nations (SNs), collectively constitute the six (6) "Participants" of the IAMD COE.

4. The operational parameters governing the functioning, financing, human resources, equipment and infrastructure of the IAMD COE, as well as its administrative and logistical support, are meticulously delineated within the Memorandum of Understanding (MOU) between the Ministry of the National Defence of the Hellenic Republic, the Ministry of Defence of the Republic of Bulgaria, the Ministry of Defence of the Czech Republic, the Ministry of National Defence of Romania and the Ministry of National Defence of the Republic of Türkiye, signed on 8 April 2020, which is henceforth referred to as the "IAMD COE Operational MOU".

5. Within the ambit of the 4th Annual Financial Statements of the Centre, pertaining to the FY 2023, this executive statement (Statement 1) endeavors to furnish a

¹ From 03 February 2023, the Centre has welcomed the addition of France, as a new Participant and Sponsoring Nation.

comprehensive analysis encompassing key metrics and insights pertinent to the year in review.

HIGHLIGHTS

6. The 2nd IAMD COE Annual Conference, held in June 2023 under the theme “*Integrated Air & Missile Defence: A Valuable Pillar in NATO’s Deterrence and Defence*” emerged as a focal point for our Centre, representing its “diamond” event. This premier activity witnessed a significant surge in interest, attracting 130 delegates from 21 different nations, marking a noteworthy increase compared to previous gathering. The diverse array of participants, spanning various organisations including NATO entities, nations, partners, industry, and academia, underscored the conference’s efficacy in fostering engagement with IAMD stakeholders, thus fortifying our position within the broader IAMD Community.

7. Efforts to cultivate synergies with Research and Development (R&D) entities culminated in the execution of contractual agreements with esteemed academic and research institutions, resulting in notable outcomes:

a. A fruitful collaboration and ongoing partnership with the Technical University of Crete (TUC) yielded a seminal study paper on Hypersonic weapons titled “*Analysis of the related physical phenomena and aerodynamic performance of hypersonic Vehicle(s) and possible ways of exploiting those data in order to improve surveillance capabilities*” with the Centre securing full intellectual property rights.

b. A strategic contract was formalised with the Institute of Computer Science/ Foundation of Research and Technology - HELLAS (ICS FORTH) for an innovative Artificial Intelligence (AI) project, focusing on drone detection, titled “*AI - Empowered Drone Detection Passive Radar using 5G signals*”. This initiative encompasses comprehensive research, including performance evaluation on simulated data, estimation of real-world performance, and culminating in the design and deployment of a prototype passive radar system integrating 5G signal acquisition hardware and AI-empowered software components (scheduled to be completed/delivered within the year 2025). The Centre assumes the role of the sole “*Copyright Assignee*” for project deliverables and is vested with exclusive “*Licence Owner*” status for all software developed under the concluded Contract ².

8. In line with the directive outlined in tasking (as 2000/TSC-MVX-0010/TT-0452/ Ser: NU/31 Oct 18/HQ SACT order) aimed at bolstering the protection of NATO Related Networks, the Centre underwent a successful assessment by the Framework Nation’s Security Authority. This assessment provided assurance of the Centre’s adherence to the minimum requirements of Cyber Defence for safeguarding NATO Related Networks, as stipulated in AC/322-D(2017)0047 “Minimum Re-

² According to the stipulations of the Contract 23-13 [as provisions of the respective Call For Competition (CFC) No FINCON 23-09]: This exclusive licence bestows upon IAMD COE the unequivocal authority to utilise, manage, and govern the dissemination of said software, pursuant to the stipulations set forth with the CFC. This licence ownership is expressly confined to the software in its operational form, as integrated into the respective hardware systems. The source code of the software, constituting the foundational and structural element of the software, remains under the sole intellectual property ownership of the Contractor.

quirements of Cyber Defence for the Protection of NATO Related Networks”, Annex 1, Appendix 1, initially approved on 15 Nov 17³.

9. In the realm of education and training, the Surface Based Air & Missile Defence Common Education & Training Programme (SBAMD CET-P) emerged as a focal point, succeeding the initial iteration of IAMD CET-P. Throughout 2023, the IAMD COE successfully conducted two (2) iterations, solidifying its position as the leading organiser of forthcoming courses. SBAMD CET-P is poised to pursue NATO certification and subsequently secure an “E&T Quality Assurance Accreditation”. In tandem with our training initiatives, the IAMD COE actively supported exercises such as Ramstein Legacy 2024 (RALY 24) during the planning phases, endeavoring to actively engage with Subject Matter Experts (SMEs) in the execution phase. Moreover, the Centre played an integral role in the execution of Joint Project Optic Windmill 2023 (JPOW23), conducted in conjunction with Steadfast Armour 2023 and Ramstein Century 2023.

10. Significant contributions to the Situational Understanding Thematic Working Group (SU TWG) ensued as our Centre joined in December 2022. Within the year 2023, the Centre actively supported HQ SACT in formulating the SU TWG concept. Noteworthy is the Centre’s extensive engagement in various Alliance activities through participation in working groups, conferences, and initiatives related to the IAMD Discipline, playing a primary role in the burgeoning membership of the IAMD Lessons Learned Community of Interest (COI), initiated and nurtured by the IAMD COE.

11. Finally, during the visit of the HQ Supreme Allied Commander Transformation (SACT) Periodic Assessment (PA) Team (07-08 June 2023), the IAMD COE demonstrated compliance with PO(2020)0038, MC 0685 Policy for Centres of Excellence Accreditation and Periodic Assessment Criteria (23 June 2022). Notably, within the context of the Centre’s ongoing commitment to contribute to Alliance transformation, the initiative to establish an IAMD Modelling and Simulation (M&S)/Analysis Laboratory was initiated. This endeavor was recognised by the HQ SACT PA Team as of significant value to NATO and Allies, being designed and prepared to yield tangible results in the medium term.

FRAMEWORK OF THE FINANCIAL STATEMENTS

12. Pursuant to par. 10.12 of the IAMD COE Operational MOU and par. 25 of the Financial Administrative Procedures (FAPs), subsequent to the conclusion of the FY, the corresponding Annual Financial Statements are submitted to the IAMD COE SC for approval.

13. The objective of the present financial statements is to furnish comprehensive insights into the financial position, financial performance, and cash flows of the IAMD COE, accurately reflecting the overall financial status of the Centre as at 31

³ Based on the provisions of IAMD COE Functional MOU, Section 10, par. 7 and 8.

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December 2023, based on the shared budget, considering that the FN's support is not subject to these statements⁴.

14. The enclosed statements are predicated on the assumption of a going concern. The accounting records and documentation of the IAMD COE serve as the principal sources of information. Accounting policies adhere to generally accepted accounting frameworks, standards, practices, and the IAMD COE FAPs, employing an accrual basis of accounting under a budgetary orientation. This approach is informed by guidance and feedback obtained within the framework of internal controls and reviews.

15. In light of the foregoing, the present statements delineate the financial position of the Centre, encompassing its assets (including cash and cash equivalents, receivables, property, plant and equipment, and intangible assets) and liabilities (including payables, accrued liabilities, advances, and short and long-term provisions). Additionally, they elucidate the Centre's financial performance, detailing revenues and expenses, as well as cash flows for the Fiscal Year (FY) ending 31 December 2023. Moreover, the Budget Execution Statement encapsulates the utilisation of the Shared Budget for FY 2023, encompassing approved funds, transfers, committed credits, payments, funds earmarked for future use, and lapsed credits, with further details and elucidation provided in the accompanying Notes.

FINANCIAL MANAGEMENT

16. Heightened accountability and transparency in financial management remain paramount priorities for the Financial Controller and the competent officials of the IAMD COE. Prioritising cost-effectiveness and efficiency constitutes significant milestones in the optimisation of our financial procedures.

17. Through targeted enhancements in internal procedures, informed by comprehensive reviews and sustained efforts for advancement, adjustments, and improvements have been gradually implemented, and supported to date, including but not limited to:

17.1 Implementation of cost-effective travel arrangements through the full utilisation of the internal travel office, leveraging any available discounts, and establishment of frequent travel loyalty programmes.

17.2 Adoption of "zero-cash" transactions throughout the entirety of 2023, mitigating any risks associated with the movement of our trusted funds, thereby enhancing clarity and transparency. This continues the zero-cash policy established since the Centre's inception.

17.3 Completion and tracking of transactions exclusively through electronic means (e.g., internet banking, business debit cards, and e-commerce platforms),

⁴ Considering the provisions of the IAMD COE Operational MOU, Section 7: "*The FN retains ownership of all facilities, lands and equipment made available by it to the IAMD COE*" and par. 1.3 of the FAPs: "*Framework Nation Support is not subject to these FAPs.*"

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facilitating prompt disbursement to suppliers⁵, fostering stronger pricing partnerships, and enabling direct receipt of any activity fees into the Centre's bank account.

17.4 Utilisation of an e-procurement application ("sourceONE") to provide bidders with timely, accessible, and accurate information, enhancing competitive environments among eligible and capable sources, and ensuring impartial treatment of prospective bidders, resulting in competitive bids, cost savings, and effective contracts.

17.5 Full integration and further utilisation of the established accounting software ("Manager") to achieve efficient management, monitoring, and safeguarding of the Centre's assets, effective budget and finance control, and comprehensive recording of journal entries linked with purchase orders/contracts, invoices, expenditures, property vouchers, bank accounts, non-current fixed and intangible assets, supplier and customer databases, and associated financial reports and statements. As part of the Centre's commitment to enhanced transparency, all unclassified documentation supporting accounting records and asset/property registers has been electronically archived for auditing purposes and historical statistical data retention.

17.6 The culmination of effective financial management efforts was the organisation of the Seminar titled "*Crafting Accounting Management Solutions: Expert Insights and Best Practices on Customising Accounting Software*". This activity, approved by the IAMD COE SC⁶, successfully achieved its primary objective of disseminating knowledge concerning meticulously tailored, cost-effective accounting software solutions aligned with International Public Sector Accounting Standards (IPSAS), catering to the specific needs of a COE entity.

18. Furthermore, in alignment with the general requirement and direction to regulate and specify detailed instructions for the implementation of FAPs and their proper execution, and ensure their effective execution, the Centre has proactively responded by issuing additional Standard Operating Procedures (SOPs) relating to "*Medium-Term Financial Strategy (MTFS) and Financial Risk Management (FRM)*", and "*Internal Control and Review*" processes, serving to standardise the intricacies of the Centre's internal procedures, aiming finally at enhancing financial management practices and fostering transparency throughout its operations both in short and medium-long term⁷.

DATA FOR THIS PERIOD

19. For the FY 2023, the amount of 256.000 € has been approved as the IAMD COE Shared Budget, to which five (5) participating nations (Bulgaria, the Czech Re-

⁵ Accounts Payable (AP) Key Performance Indicator (KPI) - Days Payable Outstanding (DPO) < 2 days.

⁶ Approved by the IAMD COE SC on 19 Dec 2023 and conducted on 28-29 Feb 2024. The seminar elicited significant response, attracting twenty-nine (29) external attendees, comprising Financial Controllers, Budget & Finance Specialists - Accounting Officers and related officials from 13 NATO-accredited COEs, as well as officers from MoDs-General Staffs representatives and other NATO-national units who were in attendance.

⁷ Fully satisfying the "transparency" requirements set with the HQ SACT Periodic Assessment Questionnaire (PAQ, Section 2.8 / 7-8 June 2023) regarding a. "*the assurance that an adequate level of financial resources, and flexibility to utilise these resources, are available to implement NATO RfS*", and b. "*the establishment of a mechanism to ensure that critical resource shortfalls are identified, an assessment is completed, and the results are forwarded to HQ SACT*".

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public, Greece, Romania and Türkiye) contribute ⁸.

20. Despite the challenges posed by the international energy crisis and the resultant inflationary pressures that persisted from 2022 into 2023, the Centre effectively managed the available funds, meeting all operational requisites outlined in its Programme of Work (POW) and Requests for Support (RfS) received from HQ SACT. This included addressing any out-of-cycle requests beyond its standard administrative needs and requirements, without any need for additional funding.

21. The Financial Position, the Financial Performance, the Change in Net Assets/Equity and the Cash Flows for the FY 2023 are detailed in Statements 3, 4, 5 and 6 respectively, providing a comprehensive accounting overview of the IAMD COE for the respective year (2023). Furthermore, a report regarding the Internal Control is also submitted [Statement (2) of Internal Control] in compliance with the provision outlined in par. 7 of FAPs (Annex A, par. 6).

22. A thorough analysis of the year 2023 is presented through Statement 7 (Shared Budget Execution), categorising expenditures according to Chapter Item Sub-Item (CISI) codes as defined in the FAPs. Key highlights of the shared funds management are as follows:

22.1 The Centre achieved a high shared budget execution rate of 97,53% (inclusive of carried-forward funds), attributable to streamlined planning and budget execution processes within the Centre.

22.2 Lapsed credits amounted to 2,47%, primarily stemming from cost-saving measures in transportation expenditures (e.g., travel and participation fees for POW activities), utility bills (electricity and water), and vehicle fuel costs.

22.3 A decision was made not to carry forward funds totaling 71.153 € that had been committed from FY 2022 (and carried forward to FY 2023) for the potential acquisition of Information Knowledge Management (IKM) Toolset services from the NATO Communications and Information Agency (NCIA)^{9 10}, considering the current updates and the future transformation of the main operational domain (NS AIS).

22.4 The Centre witnessed a significant surge in revenues, marking a remarkable 94% increase compared to the previous year, escalating from 6.359 € to 12.356 €. This growth was mainly propelled by the collection of participation fees for hosting the 2nd Annual Conference, organising the inaugural iterations of the Common Education and Training Programme (CET-P), and an uptick in bank interest accrued.

23. Further data analysis and clarifications are provided in the accompanying Notes, appended at the conclusion of the Statements.

⁸ French Republic's financial obligations to contribute its share to the IAMD COE annual budget start from the following Fiscal Year (2024) of the effective date of the respective Note of Joining (03 Feb 2023).

⁹ Over the NATO Secret (NS) WAN, regarding Tasker Tracker Plus (TT+) and Project Implementation Tracking Tool (PITT) (APP030), Enterprise Document Management Application Service (EDMS) (APP031), and NATO Information Portal (NIP) Service (APP086).

¹⁰ As NU.684/02 December 2022/IAMD COE and NU.44/23 January 2024/IAMD COE letters.

RESPONSIBILITY

24. The enclosed FY 2023 IAMD COE Financial Statements, covering the period from 01 January 2023 to 31 December 2023, have been prepared in accordance with the International Public Sector Accounting Standards (IPSAS). Taking into account the NFR, these statements are jointly signed by the IAMD COE Director and the Financial Controller, conforming to the respective responsibility and accountability principles. Notably, as stipulated in par. 6.1 of Annex A of the FAPs, the Statement of Internal Control bears the joint signature of the IAMD COE Deputy Director and the Financial Controller.

25. In the preparation of these statements, the IAMD COE has:

25.1 Adhered meticulously to the pertinent accounting and disclosure requirements, ensuring the application of appropriate accounting policies consistently throughout;

25.2 Exercised prudent judgement and formulated estimates on a basis deemed reasonable and appropriate;

25.3 Compiled the accounts utilising a going concern accrual basis.

26. We hereby certify that to the best of our knowledge, information and belief, all material transactions have been properly charged in the accounting records and are properly reflected in the appended financial statements, presenting a true and fair view of the IAMD COE financial status and activities as at 31 December 2023.



Evangelos BALTADOROS
Captain (OF-2), GRC (A)
IAMD COE Financial Controller



Nikolaos MAKRYGIANNIS
Brigadier General (OF-6), GRC (AF)
IAMD COE Director

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

Statement of Internal Control

(Statement 2)

SCOPE OF RESPONSIBILITY

1. As the IAMD COE Deputy Director, I am entrusted with ensuring the implementation of a robust system of internal control, aimed at providing reasonable assurance regarding the financial management of the IAMD COE, through the Centre's Financial Controller.

2. As the IAMD COE Financial Controller, I am responsible and accountable for the administration of the fiscal control system and supervising all personnel engaged in financial procedures.

PURPOSE OF THE INTERNAL CONTROL SYSTEM

3. The internal control system of the IAMD COE, as per its Financial Administrative Procedures (FAPs), encompasses various elements, including but not limited to:

3.1 Ensuring the presence of:

3.1.1 Segregation of duties, delineating responsibilities between the Financial Controller and the Disbursing Officer, by separating the duties between the officers who are responsible for the payments and the approval of the expenditures, etc.);

3.1.2 Measures to prevent and avoid conflict of interests;

3.1.3 Procedures for monitoring the performance and follow-up of identified internal control weaknesses and deviations from the procedures laid down in the internal control system;

3.1.4 Periodic assessment and review of risks, as well as the effectiveness of the internal control system;

3.1.5 Formal approval process and authorisations for transactions.

3.2 Ensuring:

3.2.1 The presence of effective internal financial and budgetary control systems;

3.2.2 Establishment and maintenance of comprehensive accounting records for all assets, receivables, and liabilities;

3.2.3 Implementation and adherence to financial limits for discretionary powers delegated by the SC;

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3.2.4 Regular review of all accounts and financial activities through periodic inspections;

3.2.5 Provision of regular training and updates to personnel involved in financial processes.

3.3 Establishment of a comprehensive system of internal financial and budgetary control, encompassing all facets of financial management including transactions for which appropriations have been approved;

3.4 Verification of procedures for designating and formally delegating authority to officials empowered to disburse and receive funds on behalf of the Centre.

OVERALL ASSESSMENT

4. Based on the provisions of IAMD COE FAPs, the internal control and review activities for the year 2023 were primarily focused on the following key areas:

4.1 Ensuring the smooth incurring of the Centre's expenditures, with a keen emphasis on adherence to budgetary allocations and expenditure guidelines;

4.2 Vigilantly avoiding conflicts of interest in all procurement and contracting processes to maintain integrity and impartiality;

4.3 Heightening levels of scrutiny and approval for all payment transactions to enhance financial oversight and accountability, verifying the escalation of levels from registration to final approval of payments;

4.4 Effectively managing, safeguarding, and meticulously recording the Centre's assets to prevent loss or mismanagement;

4.5 Administering an efficient internal financial and budgetary system, encompassing computerised controls for budget execution, meticulous implementation of procurement and contracting procedures in strict compliance with regulatory frameworks, establishment of a detailed medium-term financial standardised process, and codification of financial risk management mechanisms to promptly identify, assess, prioritise, and mitigate critical resource shortfalls, while ensuring transparent communication of outcomes to relevant stakeholders;

4.6 Establishing and maintaining comprehensive accounting records, including detailed journal entries supported by pertinent documentation, to facilitate accurate financial reporting and audit trails;

4.7 Verifying the accuracy and integrity of the assets register and general ledger/balance of accounts to ensure alignment with recorded financial transactions and asset management protocols.

5. After thorough consideration of the aforementioned aspects, we affirm that, concerning the year 2023, the essential internal management functions are effectively established to support robust internal control, thereby providing reasonable assurance that:

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5.1 An effective system of internal control is diligently maintained and operationalised by the Centre;

5.2 The objectives of achieving operational effectiveness and efficiency, ensuring the reliability of financial information, and complying with applicable rules and regulations have been successfully attained;

5.3 Assets are appropriately safeguarded and managed in accordance with the applicable regulations;

5.4 Evaluation regarding the adequacy of the internal control system has been duly conducted;

5.5 The effectiveness of the internal control system has been thoroughly reviewed, with comprehensive adherence to internal control and review guidelines, ensuring full compliance with obligations outlined in the IAMD COE SOP "Internal Control and Review";

5.6 The accuracy and reliability of accounting data, records, and bank account balances have been meticulously verified;

5.7 No instances of conflict of interests concerning procurement and contracting procedures have been identified/detected;

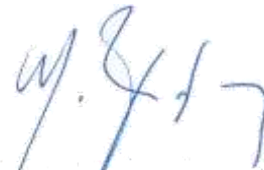
5.8 Segregation of duties, including the separation of responsibilities between officers responsible for payments and those approving expenditures, as well as within the procure-to-pay process, is rigorously enforced and ensured;

5.9 No further areas requiring improvement of the internal control system have been identified or deemed necessary at this juncture.

6. Finally, It is imperative to note that the assessment of the effectiveness of the internal control system relies upon the diligent efforts of both the Internal Controller and the Financial Controller. The Financial Controller bears the responsibility for the development and maintenance of the internal control framework, always considering the scope of the IAMD COE activities, its workforce, and the establishment of effective and efficient internal procedures.



Evangelos BALTADOROS
Captain (OF-2), GRC (A)
IAMD COE Financial Controller



Murat TORUMTAY
Colonel (OF-5), TUR (AF)
IAMD COE Deputy Director

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE
Statement of Financial Position

(Statement 3)

<i>As at December 31, 2023</i> <i>(in EUR)</i>	<i>Notes</i>	<i>2023</i>	<i>2022</i>
ASSETS			
Current assets			
Cash and cash equivalents	(B.9)	211.239,52	130.948,13
Receivables	(B.10)	140.843,20	145.480,24
Inventories	(B.11)	0,00	0,00
Advances and prepayments	(B.12)	203,79	589,34
Reimbursable expenses	(B.13)	0,00	0,00
Other current assets		0,00	0,00
Total current assets		352.286,51	277.017,71
Non-current assets			
Property, plant and equipment	(B.14)	106.489,43	80.251,28
Intangible assets	(B.15)	15.987,62	12.420,93
Receivables		0,00	0,00
Other financial assets		0,00	0,00
Other non-financial assets		0,00	0,00
Total non-current assets		122.477,05	92.672,21
Total Assets		474.763,56	369.689,92
LIABILITIES			
Current liabilities			
Payables	(B.16)	97.863,60	19.116,42
Liabilities accrued	(B.17)	33.522,91	24.148,29
Advances	(B.18)	140.000,00	153.600,00
Short-term provisions		0,00	0,00
Unearned revenue	(B.19)	80.900,00	80.153,00
Total current liabilities		352.286,51	277.017,71
Non-Current liabilities			
Payables		0,00	0,00
Long-term provisions	(B.20)	122.477,05	92.672,21
Total non-current liabilities		122.477,05	92.672,21
Total liabilities		474.763,56	369.689,92
Net assets		0,00	0,00



Evangelos BALTADOROS
Captain (OF-2), GRC (A)
IAMD COE Financial Controller



Nikolaos MAKRYGIANNIS
Brigadier General (OF-6), GRC (AF)
IAMD COE Director

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE
Statement of Financial Performance

(Statement 4)

<i>For the year ended 31 December 2023 (in EUR)</i>	<i>Notes</i>	<i>2023</i>	<i>2022</i>
REVENUES			
	(C.21)		
Revenue from Shared Budget (Current Year X)		256.000,00	256.000,00
Revenue from Shared Budget (Previous Year X-1)		80.153,00	25.477,16
Revenue from Shared Budget (Previous Year X-2)		(900,00)	0,00
Total to be returned to the Participants		(89.922,36)	(19.116,42)
Fees		10.650,00	6.050,00
Bank interest		1.206,36	309,07
Sales of Goods and Services		500,00	0,00
Other revenue		0,00	0,00
Total revenues		257.687,00	268.719,81
EXPENSES			
	(C.22)		
Expenses Shared Funded (Current Year X)		246.481,08	236.847,08
Expenses Shared Funded (Previous Year X-1)		8.000,00	25.477,16
Expenses Shared Funded (Previous Year X-2)		0,00	0,00
Depreciation and amortisation expense		3.205,92	6.359,57
Other expenses		0,00	0,00
Total expenses		257.687,00	268.719,81
End of the Period Result			
Surplus/(Deficit)		0,00	0,00

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

Statement of Change in Net Assets/Equity

(Statement 5)

For the year ended 31 December 2023
(in EUR)

	<i>Notes</i>	<i>2023</i>	<i>2022</i>
Balance at the end of the previous year/period		-	-
Changes in accounting policy		-	-
Restated balance		-	-
Changes in net assets/equity (Current Year)		-	-
Gain on property revaluation		-	-
Loss on revaluation of investments		-	-
Net revenue recognized directly in net assets/equity		-	-
Attributable surplus for the period		-	-
Total recognised revenue and expense for the period		-	-
Balance at December 31, 2023 carried forward	(D.23)	-	-



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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

Statement of Cash Flow

(Statement 6)

<i>For the year ended 31 December 2023 (in EUR)</i>	<i>Notes</i>	<i>2023</i>	<i>2022</i>
CASH INFLOW FROM OPERATING ACTIVITIES (E.24)			
Receipts			
Amounts received from Participants		228.763,82	150.443,18
Amounts received from Third Parties		0,00	0,00
Amounts received from Suppliers		220,51	307,47
Amounts received from Personnel		0,00	0,00
Tuition/Conference Fees		10.650,00	6.050,00
Sales of Goods and Services		500,00	0,00
Bank Interest		363,16	309,07
Grants		0,00	0,00
Other revenue		0,00	0,00
Net cash inflows from operating activities		240.497,49	157.109,72
CASH OUTFLOW FROM OPERATING ACTIVITIES (E.25)			
Payments			
Payments to Participants		0,00	0,00
Payments to NATO Entities		13.974,04	13.208,63
Payments to Suppliers		144.546,84	161.387,18
Payments to Personnel		1.517,88	314,80
Payments to Third Parties		0,00	0,00
Bank charges		167,34	94,49
Other payments		0,00	0,00
Net cash outflows from operating activities		160.206,10	175.005,10
Net increase/(decrease) in cash and cash equivalents		80.291,39	(17.895,38)
Cash and cash equivalents at the beginning of period		130.948,13	148.843,51
Cash and cash equivalents at the end of period		211.239,52	130.948,13



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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

Budget Execution Statement

(Statement 7)

As at December 31, 2023 (in EUR)

CHAPTER	CISI	ACCOUNT DESCRIPTION (EXPENDITURES)	SHARED BUDGET 2023										
			FUNDS CARRIED FORWARD FROM FY 2022 TO FY 2023 / EXPENSED	LAPSED CREDIT CARRIED FORWARD FROM FY 2022 TO FY 2023	APPROVED BUDGET FY 2023	TRANSFERS			FINAL BUDGET FY 2023	COMMITTED /PAID (EXPENDITURES ACCRUED)	FUNDS CARRIED FORWARD FROM BUDGET FY 2023 (+ FY 2022) TO FYs 2024 - 2025	LAPSED CREDIT (UNSPENT SHARED FUNDS FROM FY 2023)	
			(a ₁) / (a ₂)	(a ₃)	(b)	By SC (c ₁)	By DIR (c ₂)	Total (c)	(d) = (b) + (c)	(e)	(f)	(g) = [(d) - (e) - (f)] + [(a ₁) - (a ₂) - (a ₃)]	
71	710101	Consultants and Temporary Staff	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	710102	Academic Expenses	0,00	0,00	5.000,00	-520,00	0,00	-520,00	4.480,00	4.466,13	0,00	13,87	
	710103	Research Project Contracts	9.000,00 / 8.000,00	100,00	24.000,00	+61.000,00	0,00	+61.000,00	85.000,00	5.000,00	80.900,00	0,00	
	710201	Transportation	0,00	0,00	8.160,00	-2.880,00	0,00	-2.880,00	5.280,00	4.103,98	0,00	1.176,02	
	710202	Course Fee	0,00	0,00	12.460,00	-3.000,00	0,00	-3.000,00	9.460,00	8.760,00	0,00	700,00	
72	720101	Printing and Photocopying Rental/Lease	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
	720102	Printing and Photocopying Consumables	0,00	0,00	2.150,00	0,00	+347,50	+347,50	2.497,50	2.497,50	0,00	0,00	
	720201	Public Affairs Supplies	0,00	0,00	11.000,00	0,00	+569,23	+569,23	11.569,23	11.569,23	0,00	0,00	
	720202	Hospitality and Representation	0,00	0,00	20.000,00	0,00	-820,95	-820,95	19.179,05	19.155,53	0,00	23,52	
	720301	Electricity	0,00	0,00	7.500,00	-2.000,00	+2.000,00	0,00	7.500,00	5.218,63	0,00	2.281,37	
	720302	Water and Sewage	0,00	0,00	1.600,00	-200,00	+149,79	-50,21	1.549,79	602,74	0,00	947,05	
	720303	Heating and Cooling	0,00	0,00	1.200,00	0,00	+450,21	+450,21	1.650,21	1.650,21	0,00	0,00	
	720401	Rental of Minor Facilities	0,00	0,00	8.000,00	-2.300,00	-104,00	-2.404,00	5.596,00	5.596,00	0,00	0,00	
	720402	Minor Building Maintenance	0,00	0,00	500,00	-340,00	+80,00	-260,00	240,00	240,00	0,00	0,00	
	720403	Facilities and Buildings - Equipment Maintenance	0,00	0,00	300,00	0,00	-204,00	-204,00	96,00	96,00	0,00	0,00	
	720404	Facilities and Buildings - Services	0,00	0,00	4.500,00	0,00	-530,00	-530,00	3.970,00	3.952,57	0,00	17,43	
	720501	Computers - Rental and Operational Lease	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
	720502	Computers - Spare/Repair Parts	0,00	0,00	250,00	0,00	-250,00	-250,00	0,00	0,00	0,00	0,00	
	720503	Computers - Maintenance	0,00	0,00	250,00	0,00	0,00	0,00	250,00	250,00	0,00	0,00	
	720504	Computers - Services	0,00	0,00	12.300,00	0,00	-918,36	-918,36	11.381,64	11.381,64	0,00	0,00	
	720601	Communication Systems - Rental and Operational Lease	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
	720602	Communication Systems - Spare Parts and Consumables	0,00	0,00	300,00	0,00	-300,00	-300,00	0,00	0,00	0,00	0,00	
	720603	Communication Systems - Maintenance	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
	720604	Communication Systems - Services	0,00	0,00	4.500,00	-2.000,00	-55,66	-2.055,66	2.444,34	2.444,34	0,00	0,00	
	720701	Mission carriers - Rental and Operational Lease	0,00	0,00	10.500,00	-5.700,00	-579,00	-6.279,00	4.221,00	4.221,00	0,00	0,00	
	720702	Mission carriers - Maintenance	0,00	0,00	2.000,00	-1.000,00	-199,22	-1.199,22	800,78	800,78	0,00	0,00	
	720703	Mission carriers - Fuel Costs	0,00	0,00	4.500,00	-800,00	-520,00	-1.320,00	3.180,00	2.840,23	0,00	339,77	
	720704	Mission carriers - Insurance	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
	720801	Travel - Transportation	0,00	0,00	36.000,00	-5.900,00	-1.369,24	-7.269,24	28.730,76	28.021,87	0,00	708,89	
	720802	Travel - Participation Fee	0,00	0,00	1.700,00	-250,00	-127,26	-377,26	1.322,74	1.322,74	0,00	0,00	
720901	Literature and Periodicals	0,00	0,00	1.500,00	-1.500,00	+3.732,48	+2.232,48	3.732,48	3.732,48	0,00	0,00		

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CHAPTER	CISI	ACCOUNT DESCRIPTION (EXPENDITURES)	SHARED BUDGET 2023									
			FUNDS CARRIED FORWARD FROM FY 2022 TO FY 2023 / EXPENSED	LAPSED CREDIT CARRIED FORWARD FROM FY 2022 TO FY 2023	APPROVED BUDGET FY 2023	TRANSFERS			FINAL BUDGET FY 2023	COMMITTED /PAID (EXPENDITURES ACCRUED)	FUNDS CARRIED FORWARD FROM BUDGET FY 2023 TO FYs 2024 - 2025	LAPSED CREDIT (UNSPENT SHARED FUNDS FROM FY 2023)
			(a ₁) / (a ₂)	(a ₃)	(b)	By SC (c ₁)	By DIR (c ₂)	Total (c)	(d) = (b) + (c)	(e)	(f)	(g) = [(d) - (e) - (f)] + [(a ₁) - (a ₂) - (a ₃)]
72	720902	Office Supplies	0,00	0,00	2.500,00	-1.700,00	-87,31	-1.787,31	712,69	712,69	0,00	0,00
	720903	Bank Charges	0,00	0,00	470,00	-200,00	-83,95	-283,95	186,05	186,05	0,00	0,00
	720904	Postal/Shipping services	0,00	0,00	160,00	-160,00	0,00	-160,00	0,00	0,00	0,00	0,00
	720905	Miscellaneous Supplies	0,00	0,00	4.500,00	-3.000,00	-530,26	-3.530,26	969,74	969,74	0,00	0,00
	720906	Miscellaneous Services	0,00	0,00	5.000,00	-4.000,00	-650,00	-4.650,00	350,00	350,00	0,00	0,00
73	730001	Computers	0,00	0,00	8.000,00	0,00	+15.079,07	+15.079,07	23.079,07	22.998,81	0,00	80,26
	730002	Communications	71.153,00 / 0,00	71.153,00	35.000,00	-7.000,00	-15.037,00	-22.037,00	12.963,00	12.938,18	0,00	24,82
	730003	Furniture and Office Equipment	0,00	0,00	3.000,00	0,00	-37,88	-37,88	2.962,12	2.962,12	0,00	0,00
	730004	Vehicles	0,00	0,00	16.000,00	-16.000,00	0,00	-16.000,00	0,00	0,00	0,00	0,00
	730005	Machinery	0,00	0,00	1.200,00	-550,00	-4,19	-554,19	645,81	645,81	0,00	0,00
	730006	Installed Equipment	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	730007	Buildings	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
TOTAL EXPENDITURES			80.153,00 / 8.000,00	71.253,00	256.000,00	0,00			256.000,00	169.687,00	80.900,00	6.313,00

CHAPTER	CISI	ACCOUNT DESCRIPTION (REVENUES)	ESTIMATED REVENUES	ACTUAL REVENUES (h)
74	740001	Tuition fees	11.000,00	10.650,00
	740002	Studies and Publications	0,00	0,00
	740003	Interest Income	500,00	1.206,36
	740004	Sponsoring	5.000,00	0,00
	740005	Miscellaneous	0,00	500,00
TOTAL REVENUES			16.500,00	12.356,36

NOTES

- (a) Funds carried forward from FY 2022 to FY 2023 (as NU.684/02 Dec 22/IAMD COE and NU. 22/18 January 2023/IAMD COE letters - approved by the SC). The respective deliverables were rendered/received within the year 2023 and the payments of the respective suppliers were completed (in the total amount of 8.000,00 €). The amount of funds committed/carried forward pertaining to CISI 730002 - 71.153 € have not further been carried forward, while liquidated damages to the amount of 100 € (CISI 710103) were enforced based on respective contractual provisions resulting in the total amount of 71.253 € as lapsed credit from funds carried forward from previous Fiscal Years (2022), as it is depicted in detail with NU.44/23 January 2024/IAMD COE letter.
- (b)(d) The shared budget for FY 2023 as approved by the SC and the final budget after transfers of appropriations/funds.
- (c) Transfers of appropriations/funds between sub-items and items decided/approved by the IAMD COE SC (c₁) following NU. 580/28 July 2023/IAMD COE letter, and by the Director (c₂) pursuant to the provisions of par. 19.1 of FAPs [percentage of transfers by the Director, against initial approved budget, as per Chapter: Ch. 71: 0,00/49.620,00 (0,00%), Ch. 72: 7.329,21/143.180,00 (5,12%) and Ch. 73: 15.079,07/63.200,00 (23,86%)].
- (e) Expenditures accrued [including both payments and commitments of appropriations for which goods and services have been rendered but the invoice has not been received (processed) by the end of the financial year (in accordance with par. 17.4 of FAPs)]. Expenditures accrued and funds carried forward from FY 2023 to FYs 2024-2025 [(e) + (f)], excluding any funds further carried forward from previous years [(a₁) - (a₂) - (a₃)], constitute the final expenditures recorded for the FY 2023 [169.687,00 + 80.900,00 - (80.153,00-8.000,00-71.253,00) = 249.687,00 €].
- (f) Funds carried forward from FYs 2022-2023 to FYs 2024-2025 (as NU.44/23 January 2024/IAMD COE letter - approved by the SC).
- (g)(h) Unspent shared funds [(g) = (d) - (e) - (f) + (a₁) - (a₂) - (a₃)] and actual (on an accrual basis) revenues from FY 2023. The total amount of current unspent funds and revenues [(g) + (h) = 18.669,36 €], further to the lapsed credits from funds carried forward from previous years [(a₃) = 71.253,00 €], is to be returned to Participants (that contributed to the respective annual budgets) (89.922,36 €, as per Note B.16).


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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

Notes to the Financial Statements

A. Significant Accounting Policies

1. Basis of Preparation

The Financial Statements of the IAMD COE have been prepared in accordance with the International Public Sector Accounting Standards (IPSAS), aligning with the financial reporting stipulations delineated in the NATO Financial Regulations (NFRs - Article 14).

2. Accounting Standards

The preparation of the IAMD COE Financial Statements for the Fiscal Year (FY) 2023 has been guided by the following accounting standards:

- a. IPSAS 1 - Presentation of Financial Statements;
- b. IPSAS 2 - Cash Flow Statements;
- c. IPSAS 3 - Accounting Policies, Changes in Accounting Estimates and Errors;
- d. IPSAS 12 - Inventories;
- e. IPSAS 17 - Property, Plant and Equipment;
- f. IPSAS 31 - Intangible Assets;
- g. IPSAS 34 - Separate Financial Statements.

Furthermore, due consideration has been given to the NATO Accounting Framework [NAF - C-M(2016)0023, dated 29 April 2016] in the compilation of the current statements.

3. Accounting Policy

The consistent application of accounting policies across reporting periods is strictly adhered to, unless a change in accounting policy meets one of the criteria set in IPSAS 3.

Tangible assets are recognised as non-current assets if they possess, or are anticipated to possess, a useful life exceeding one (1) year. Non-current tangible assets are capitalised under "Property, Plant and Equipment" ("PP&E") if their value surpasses predefined thresholds, otherwise they are considered as fully expensed upon implementation. The depreciation of PP&E is calculated using the straight-line method to allocate their cost to their residual (salvage) values (fair values) over their estimated useful lives set as the following table. When spare parts and stand-by or

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servicing equipment can be used only in connection with an item of PP&E, they are also accounted for as PP&E.

PP&E	Depreciation			Remarks
	Threshold (€)	Useful Life (years)	Rate (percent per annum)	
Computer Information System (CIS) assets	250,00	5	20%	Capital - investment expenses (CISI 730001-730002) concerning tangible assets, also including any spare parts, relative stand-by or servicing equipment.
Furniture	200,00	10	10%	Capital - investment expenses (CISI 730003).
Vehicles	10.000,00	5	20%	Capital - investment expenses (CISI 730004).
Machinery	250,00	10	10%	Capital - investment expenses (CISI 730005).
Installed Equipment	500,00	10	10%	
Buildings	30.000,00	40	2,5%	

Intangible assets are recognised as non-current assets if they exhibit, or are expected to exhibit, a useful life exceeding one (1) year. Non-current intangible assets are capitalised as “Intangible Assets” if their value surpasses predefined thresholds, otherwise they are considered as fully expensed upon implementation. The amortisation of these assets is calculated using the straight-line method to allocate their cost to their residual (salvage) values (fair values) over their estimated useful lives set as the following table:

Intangible Assets	Amortisation			Remarks
	Threshold (€)	Useful Life (years)	Rate (percent per annum)	
Computer software (commercial off the shelf)	500,00	4	25%	Capital - investment expenses (CISI 730002) concerning intangible assets, and software (CISI 720504). Useful life and depreciation rate are adjusted in case the expiration/end date of the intangible asset is known.
Computer software (bespoke)	1.000,00	10	10%	
Computer database	1.000,00	4	25%	
Integrated system	1.000,00	4	25%	

For FY 2023, the accounting policies have been applied consistently throughout the reporting period.

4. Currency

The presentation currency for these Financial Statements is the Euro, which also serves as the functional and reporting currency for the IAMD COE.

5. Credit Risk

The IAMD COE operates within a framework wherein the net expenditures essential for its operations are borne by participating NATO Nations, as delineated in par. 9.1 of the IAMD COE Operational MOU. Notably, the allocation of costs eligible for sharing is specified in Annex D of this MOU. Of particular significance, Greece, acting as the Framework Nation, assumes responsibility for all costs associated with

the establishment and specific ongoing support of the IAMD COE, including expenditures pertinent to “Framework Nation Support” as defined in Annex E of the Operational MOU. Consequently, for the reporting period, the Centre is devoid of exposure to credit risk.

6. Liquidity Risk

The IAMD COE remains insulated from liquidity risk, owing to the funding mechanisms facilitated by contributing NATO Member Nations (Participants). Furthermore, internal policies and procedures are diligently instituted to guarantee the perpetual availability of resources, ensuring the fulfillment of financial obligations under all circumstances.

7. Foreign Currency Risk

The IAMD COE is devoid of any exposure to foreign currency risk.

8. Interest Rate Risk

With judicious implementation, the IAMD COE has orchestrated a comprehensive liquidity management system, predominantly executed through electronic transactions via internet banking platforms. This strategic approach has culminated in the elimination of cash handling and storage (zero-cash policy), thereby mitigating associated risks.

In adherence to the directives delineated in FAPs, available funds are prudently maintained across sight and term deposit accounts, thereby safeguarding against negative bank interest rates. Moreover, through mutually beneficial agreements forged with collaborating financial institutions, the IAMD COE ensures insulation from any consequential interest rate risks in both short and medium-term horizons.

B. Notes to Statement of Financial Position

Assets - Current Assets

9. Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand, petty cash, demand deposits and short-term, highly liquid investments [with a maximum maturity of twelve (12) months] that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

As of 31 December 2023, the total cash balance primarily resides within sight accounts and two (2) active term deposits established to optimise the efficiency of the Centre’s funds, considering short-term liquidity margins and cash flow requirements. Notably, there are no holdings of cash on hand or petty cash at the close of the FY 2023.

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The IAMD COE maintains nine (9) bank (sight) accounts, comprising a primary account at Piraeus Bank, a secondary account for receipts via an e-commerce platform, and ancillary accounts utilised in conjunction with staff business debit cards.

The data relating to these accounts as of 31 December 2023 are depicted in the following table:

Cash and cash equivalents	31/12/2023	31/12/2022
Bank accounts		
Piraeus Bank	61.212,90	124.992,62
(IBAN GR85 0171 5620 0065 6214 8491 615)	61.212,82	124.992,52
(IBAN GR25 0171 5620 0065 6214 9353 861)	0,00	0,01
(IBAN GR76 0171 5620 0065 6214 9354 107)	0,07	0,08
(IBAN GR96 0171 5620 0065 6215 1588 433)	0,01	0,00
(IBAN GR02 0171 5620 0065 6215 1588 573)	0,00	0,00
(IBAN GR24 0171 5620 0065 6215 1588 662)	0,00	0,00
(IBAN GR55 0171 5620 0065 6215 1588 395)	0,01	0,01
(IBAN GR90 0171 5620 0065 6215 1588 735)	0,00	0,00
ALPHA Bank	26,62	5.955,51
(IBAN GR50 0140 6480 6480 0200 2009 715)	26,62	5.955,51
Cash on hand	0,00	0,00
Petty cash	0,00	0,00
Short-term liquid investments		0,00
Piraeus Bank	150.000,00	0,00
12-month term deposit (from 22 May 2023 to 22 May 2024)	50.000,00	0,00
12-month term deposit (from 10 Aug 2023 to 13 Aug 2024)	100.000,00	0,00
Total amount	211.239,52	130.948,13

The short-term deposits established are withdrawable either immediately or within a maximum period of three (3) months, based on the respective terms of the agreements with the cooperating bank, guaranteeing a known cash amount to be received in case of withdrawal, without any alteration in their value. These deposits qualify as cash equivalents in accordance with the provisions of IPSAS 2.

10. Receivables

Receivables are presented at their net realisable value, encompassing contribution receivables from Participants (NATO Nations signatory to the IAMD COE Operational and Functional MOU), as well as any other receivables from NATO Nations, non-NATO Nations, NATO entities, third parties, and staff members.

Receivables from Participants pertain to contributions from the FN and SNs towards the Shared Budget, sanctioned by the SC prior to the commencement of the FY, aligning with par. 10.5 of the IAMD COE Operational MOU. These contributions are recognised as receivables upon their official submission to the Participants via respective Calls for Funds (CFF). The Director is mandated to submit the initial CFF no later than the 15th of December of the preceding year, unless otherwise stipulated by the SC (as per par. 10.9 of the IAMD COE Operational MOU).

Receivables from other NATO Nations, non-NATO Nations and NATO entities and pertain to services rendered to them. No outstanding receivables pertaining to these categories exist as of 31 December 2023.

Receivables from staff members concern advances paid for travels and fees. No receivables from staff members exist as at 31 December 2023.

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Receivables from third parties encompass any other groupings of debtors not included in the previous delineated categories. Pursuant to the implementation of the accrual basis of accounting, the bank interest, which represents the accrued revenue from the two (2) active term deposits (as detailed in Note B.9 above) up to the end of the reporting period, is accounted for as receivable. This breakdown is elaborated upon in Note C.21.

The financial particulars regarding the receivables of the IAMD COE are illustrated in the following table:

Receivables	31/12/2023	31/12/2022
Receivables from Participants	140.000,00	145.480,24
Bulgaria	7.368,42	1.480,24
Czech Republic	14.736,84	9.600,00
France	7.368,42	-
Greece	88.421,06	105.600,00
Romania	7.368,42	9.600,00
Türkiye	14.736,84	19.200,00
Receivables from other NATO Nations	0,00	0,00
Receivables from non-NATO Nations	0,00	0,00
Receivables from NATO entities	0,00	0,00
Receivables from third parties	843,20	0,00
Bank interest receivable - Piraeus Bank	843,20	0,00
Total amount	140.843,20	145.480,24

11. Inventories

Pursuant to the NAF, items classified as inventories are capitalised if they surpass the respective inventory capitalisation threshold. In alignment with the directives articulated in IPSAS 12 and acknowledging the mission and operational activities of the IAMD COE, works in progress encompassing educational/training course materials and “client” services, among other items, are deemed prospective inventories.

In this regard, considering the current state where no relevant items/services have been developed or exist, the balance of this account stands at zero.

12. Advances and Prepayments

This account encompasses payments made in advance, spanning disbursements to schools, training centers, personnel for travel on duty claims, etc., where final authorisation and settlement of the corresponding expenditures are pending. As of 31 December 2023, an outstanding amount of 203,79 € remains as an advance for prepaid airfare, attributed to the cancellation of official travel on duty, necessitated by the replacement of engaged staff. This advance is classified as a prepayment, representing an available air ticket for future travel within a twelve-month timeframe (under transmission into a receivable against the liable personnel in case of lapse of the stipulated period).

Advances and prepayments	31/12/2023	31/12/2022
NATO School Oberammergau (NSO)	0,00	0,00
Other Schools and Training Centres	0,00	0,00
Personnel	203,79	0,00
Suppliers	0,00	589,34
Total amount	203,79	589,34

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13. Reimbursable expenses

This account delineates expenses not covered by the funds entrusted to the Centre by its Participants. The recorded amount pertains to expenditures managed and prepaid by the Centre, awaiting reimbursement upon request by the liable entity. As of 31 December 2023, there are no reimbursable expenses outstanding.

Assets - Non-current Assets

14. Property, Plant and Equipment

According to the IPSAS 17 and the NAF all assets meeting the criteria for PP&E, including CIS assets, furniture, vehicles, machinery, installed equipment and buildings, which are under the jurisdiction and control of the IAMD COE, are capitalised and recognised as non-current assets in the statement of financial position if their acquisition cost surpasses the respective capitalisation thresholds.

Taking into consideration the provisions outlined in par. A.3 above, the net book value (acquisition cost minus accumulated depreciation, less any disposals) of PP&E amounted to 106.489,43 € as of 31 December 2023, as illustrated in the subsequent table:

PP&E	31/12/2023	31/12/2022
CIS assets net book value 31/12	77.770,28	52.676,31
Net book value 01/01	52.676,31	24.901,39
Purchases within year	33.847,95	34.229,97
Disposals within year	0,00	0,00
Depreciation	(8.753,98)	(6.455,05)
Furniture assets net book value 31/12	7.812,99	5.786,75
Net book value 01/01	5.786,75	2.485,26
Purchases within year	2.595,32	3.560,77
Disposals within year	0,00	0,00
Depreciation	(569,08)	(259,28)
Vehicles net book value 31/12	20.394,69	21.788,22
Net book value 01/01	21.788,22	0,00
Purchases within year	0,00	21.967,66
Disposals within year	0,00	0,00
Depreciation	(1.393,53)	(179,44)
Machinery net book value 31/12	511,47	0,00
Net book value 01/01	0,00	0,00
Purchases within year	536,46	0,00
Disposals within year	0,00	0,00
Depreciation	(24,99)	0,00
Installed Equipment net book value 31/12	0,00	0,00
Buildings net book value 31/12	0,00	0,00
Total amount	106.489,43	80.251,28

15. Intangible assets

Intangible assets encompass various items, including but not limited to computer software, patents, copyrights, acquired licenses and permits, intellectual property, and trademarks (encompassing brand names and publishing titles), in accordance with the guidelines set forth in IPSAS 31.

Considering the stipulations outlined in par. A.3 above, the net book value (acquisition cost minus accumulated depreciation, less any disposals) of intangible assets amounted to 15.987,62 € as of 31 December 2023, as delineated below:

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Intangible assets	31/12/2023	31/12/2022
Computer software (commercial off the shelf) net book value 31/12	8.837,62	7.270,93
Net book value 01/01	7.270,93	5.824,27
Purchases within year	10.049,64	9.421,01
Disposals within year	0,00	0,00
Amortisation	(8.482,95)	(7.974,35)
Computer software (bespoke) net book value 31/12	7.150,00	5.150,00
Net book value 01/01	5.150,00	0,00
Purchases within year	2.000,00	5.150,00
Disposals within year	0,00	0,00
Amortisation	0,00	0,00
Computer database net book value 31/12	0,00	0,00
Integrated system net book value 31/12	0,00	0,00
Total amount	15.987,62	12.420,93

Liabilities - Current Liabilities

16. Payables

Payables denote amounts owed to Participants and third parties.

Payables to the Participants encompass unutilised shared funds (lapsed credits), positive currency exchange rate differences resulting from transactions in foreign currencies, and any other revenues (such as fees received, grants, bank interest, and miscellaneous income). Payables to suppliers entail obligations for goods and services rendered and invoiced that remain unsettled as of the reporting date. An outstanding balance of 7.941,24 € recorded in this account, attributed to non-completed contractual deliverables ¹¹.

As of 31 December 2023, the amount of payables to Participants primarily comprises lapsed credits amounting to 77.566,00 € (comprising 6.313,00 € from FY 2023 and 71.253,00 € from preceding years not carried forward), fees collected from conducted activities (annual conferences and trainings) totaling 10.650,00 €, accrued bank interest of 1.206,36 €, and revenue from NATO entities for exercise support (500,00 €), summing up to 89.922,36 €. This amount is to be distributed among the IAMD COE Participants according to the cost-sharing formula (as of the FY 2023 -16 cost-shared positions allocated to 5 Participants), as illustrated below:

Payables	31/12/2023	31/12/2022
Participants	89.922,36	19.116,42
Bulgaria	5.620,14	1.194,78
Czech Republic	5.620,14	1.194,78
France	0,00	-
Greece	61.821,63	13.142,53
Romania	5.620,14	1.194,78
Türkiye	11.240,31	2.389,55
Domestic suppliers	7.941,24	0,00
Foreign suppliers	0,00	0,00
NATO entities	0,00	0,00
Third parties	0,00	0,00
Total amount	97.863,60	19.116,42

¹¹ Upon receipt of the respective deliverables ("Microsoft 365 Business Premium Subscriptions" activated on 30 December 2023), the corresponding payment was promptly processed; the transaction was duly cleared on the next working day (02 January 2024).

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17. Liabilities Accrued

This category represents goods and services received but not yet invoiced as of 31 December 2023. The amount associated with NAMFI accumulates liabilities accrued from previous years (2021-2022), given that these liabilities are to be invoiced upon the completion of the administrative procedures necessary for the respective Technical Arrangement ¹² to come into effect. Detailed information is provided in the following table:

Liabilities accrued	31/12/2023	31/12/2022
NATO Missile Firing Installation (NAMFI) services	30.682,68	19.258,53
Electricity	13.973,49	8.754,86
Heating	3.197,86	1.547,65
Water	2.545,20	1.942,46
Cleaning and garbage services	10.636,13	6.683,56
Transportation	330,00	330,00
Hellenic Air Force/115 Combat Wing	2.840,23	4.889,76
Fuel Diesel F-54	2.163,62	4.759,63
Fuel Gasoline Unleaded F-67	676,61	130,13
Total amount	33.522,91	24.148,29

18. Advances

Advances represent contributions from Participants solicited during the current year and allocated towards future years' budgets. This account reflects the contributions solicited during the year 2023, earmarked for the forthcoming FY 2024, in accordance with the provision outlined in par. 10.9 of the IAMD COE Operational MOU ("*...The Director submits the first call for funds no later than 15th December of the preceding year unless otherwise decided by the SC.*"). Advances are not recognised as revenue until the reporting date. The balance of the account as of 31 December 2023 amounts to 140.000,00 €, derived from the approved Shared Budget for FY 2024 and the corresponding 1st CFF for this year (50%), as illustrated in the following table:

Advances	31/12/2023	31/12/2022
Participants' contributions for coming year	140.000,00	153.600,00
Bulgaria	7.368,42	9.600,00
Czech Republic	14.736,84	9.600,00
France	7.368,42	0,00
Greece	88.421,06	105.600,00
Romania	7.368,42	9.600,00
Türkiye	14.736,84	19.200,00
Total amount	140.000,00	153.600,00

19. Unearned Revenue

Unearned revenue encompasses funds carried forward from the current and prior years, designated for utilisation in the subsequent FY, subject to approval by the SC. The total amount of 80.900,00 €, comprising funds (79.000,00 €) allocated

¹² Technical Arrangement between the Ministry of National Defence of the Hellenic Republic and Federal Ministry of Defence of the Federal Republic of Germany and the Minister of Defence of the Kingdom of the Netherlands regarding the provision of NAMFI's facilities and services to the IAMD COE (final draft signed on 12 July 2022).

to the R&D Project “*Artificial Intelligence (AI) - Empowered Drone Detection Passive Radar using 5G signals*”, as well as credits (1.900,00 €) earmarked for other outstanding deliverables (as specified in NU.44/23 Jan 24/IAMD COE letter), where a relevant legal obligation/contractual agreement exists. As the expected goods/services associated with these funds were not received by the conclusion of the reporting period, they have been authorised for carry-forward. Therefore, these funds are recorded as unearned revenue:

Unearned revenue	31/12/2023	31/12/2022
Carry forward funds	80.900,00	80.153,00
Research Project Contracts (CISI 710103)	80.900,00	9.000,00
Computers (CISI 730001)	0,00	0,00
Communications (CISI 730002)	0,00	71.153,00
Total amount	80.900,00	80.153,00

20. Long-Term Liabilities

Long-term liabilities depict the (net book) value of non-current assets which have been capitalised (122.477,05 €).

C. Notes to Statement of Financial Performance

21. Operating & Financial Revenues

Revenue recognition is contingent upon the ability to reliably measure economic benefits for the entity.

The primary sources of revenue for the IAMD COE comprise shared funding from Participants (256.000,00 €), fees/other income generated from activities/courses facilitated by or through the IAMD COE, services rendered to third parties, and interest accrued from bank accounts for the reporting period. The “other revenue” category encompasses positive currency exchange rate differences arising from transactions in foreign currencies and any miscellaneous revenue received throughout the FY.

Revenues from prior years’ shared funds (carried forward) are recognised at the commencement of the FY (the amount of 80.153,00 € was carried forward from the FY 2022 to FY 2023), excluding any unspent funds balance (900,00 € which has been further carried forward to FY 2024). Funds to be returned to Participants, following the finalization of revenues and expenditures, are accounted for by offsetting the revenues of the reporting period (89.922,36 € - as Note B.16).

Moreover, revenues from fees totaling 10.650,00 € originated from the main IAMD COE educational activities for the year 2023, including the Annual Conference (8.250,00 €) and the two (2) iterations of Common Education and Training Programme (2.400,00 €).

With regard to the revenue resulting from bank interest, it is measured based on both the interest accrued through the end of the reporting period and additionally, from the interest credited, as illustrated in the following table:

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Bank interest	01/01/2023 - 31/12/2023		01/01/2022 - 31/12/2022			
Sight accounts (received)	<i>Received</i>	<i>Accrued</i>	34,27	<i>Received</i>	<i>Accrued</i>	309,07
Piraeus Bank	34,27	0,00		309,07	0,00	
ALPHA Bank	0,00	0,00		0,00	0,00	
Term deposits			1.172,09			0,00
Piraeus Bank	<i>Received</i>	<i>Accrued</i>		<i>Received</i>	<i>Accrued</i>	
6-month term deposit (from 03 Feb 2023 to 03 Aug 2023) 100.000,00 € [0,40%]	201,11	0,00		0,00	0,00	
12-month term deposit (from 22 May 2023 to 22 May 2024) 50.000,00 € [Q1: 0,40% - Q2: 0,60% - Q3: 0,90% - Q4: 1,30%]	127,78	48,75		0,00	0,00	
12-month term deposit (from 10 Aug 2023 to 13 Aug 2024) 100.000,00 € [2,00%]	0,00	794,45		0,00	0,00	
ALPHA Bank	0,00	0,00		0,00	0,00	
Total amount			1.206,36			309,07

Sales of goods and services encompass the revenue from the corresponding transactions. The amount recorded for the FY 2023 refers to the reimbursement for the support a NATO Entity¹³, resulting in the corresponding revenue of 500,00 €.

Ultimately, revenue recognition (shared funds, fees, and bank interest, etc.) is matched with the total amount of expenditures (257.687,00 €). The figures concerning the Operating and Financial Revenues of the IAMD COE are depicted in the following table:

Operating & financial revenues	01/01/2023 - 31/12/2023	01/01/2022 - 31/12/2022
Revenue from Shared Funds (Current Year X)	256.000,00	256.000,00
Revenue from Shared Funds (Year X-1)	80.153,00	25.477,16
Revenue from Shared Funds (Year X-2)	(900,00)	0,00
Total to be returned to the Participants	(89.922,36)	(19.116,42)
Fees	10.650,00	6.050,00
Bank interest	1.206,36	309,07
Sales of Goods and Services	500,00	0,00
Other revenue	0,00	0,00
Total amount	257.687,00	268.719,81

22. Operating & Financial Expenses

The expenditures incurred by the Centre primarily encompass personnel expenditures (education and training, transportation and travel, etc.), contractual supplies and services (consumables, office supplies, equipment maintenance, hospitality and representation, etc.), and capital investments (computers, communications, machinery, etc.).

Budgetary expenditures are recognised upon the receipt of goods and services. As a principle, the expenditures of the IAMD COE for the FY 2023 were shared among the Participants.

Furthermore, depreciation expenses are included in this account, representing the reduction of the recorded cost of the capitalised assets.

¹³ Joint Warfare Centre (JWC) - STEADFAST JUPITER 2023 (STJU23) Exercise Control (EXCON).

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The data concerning the Operating and Financial Expenses of the IAMD COE are depicted in the following table:

Operating & financial expenses	01/01/2023 - 31/12/2023	01/01/2022 - 31/12/2022
Expenses Shared Funded (Current Year X)	246.481,08	236.847,08
Expenses Shared Funded (Year X-1)	8.000,00	25.477,16
Expenses Shared Funded (Year X-2)	0,00	0,00
Depreciation and amortisation expense	3.205,92	6.395,57
Other expenses	0,00	0,00
Total amount	257.687,00	268.719,81

D. Notes to Statement of Change in Net Assets/Equity

23. Net Assets/Equity

Net assets signify the residual interest in the assets of an entity after deducting its liabilities. Unspent revenue (unspent contributions) is earmarked for reimbursement to the Participants and is recorded as a liability (payable). The IAMD COE is therefore not recording any net assets.

E. Notes to Statement of Cash Flow

24. Cash Inflow from Operating Activities

Cash inflow pertains to amounts received on a cash basis, including contributions from Participants, returns from Suppliers, payments from third parties, fees, sales of goods and services, bank interest, grants, etc.

In the year 2023, a total amount of 228.763,82 € was received from Participants against their respective contributions, distributed as follows:

Nation	Percentage (Assigned Positions)	Total Share 2023	Lapsed Credits/ Revenue accrued previous FY	To be Paid (Receivables)	(1st) Call 2023 (dated 22 Dec 22)	Payments Received (& date received)	(2nd) Call 2023 (dated 23 Jun 23)	Payments Received (& date received)	Total Amount Received
		(a)	(b)	(a) - (b)	(c)	(d)	(a) - (b) - (d)	(e)	(d) + (e)
Bulgaria	6,25% (1/16)	16.000,00	1.194,78	14.805,22	1.480,24 <small>(8.119,76 was prepaid)</small>	1.480,24 <small>(27 Jan 23) (8.119,76 was prepaid)</small>	5.205,22	5.205,22 <small>(17 Jul 23)</small>	6.685,46
Czech Republic	6,25% (1/16)	16.000,00	1.194,78	14.805,22	9.600,00	9.600,00 <small>(24 Jan 23)</small>	5.205,22	5.205,22 <small>(26 Sep 23)</small>	14.805,22
France ¹⁴	0,00% (0/16)	0,00	-	-	-	-	-	-	-
Greece	68,75% (11/16)	176.000,00	13.142,53	162.857,47	105.600,00	105.600,00 <small>(09 Mar 23)</small>	57.257,47	57.257,47 <small>(11 Sep 23)</small>	162.857,47
Romania	6,25% (1/16)	16.000,00	1.194,78	14.805,22	9.600,00	9.600,00 <small>(19 Jan 23)</small>	5.205,22	5.205,22 <small>(22 Aug 23)</small>	14.805,22
Türkiye	12,50% (2/16)	32.000,00	2.389,55	29.610,45	19.200,00	19.200,00 <small>(01 Feb 23)</small>	10.410,45	10.410,45 <small>(16 Aug 23)</small>	29.610,45
TOTAL		256.000,00	19.116,42	236.883,58	145.480,24	145.480,24	83.283,58	83.283,58	228.763,82

¹⁴ French Republic's financial obligations to contribute its share to the IAMD COE annual budget start from the following Fiscal Year (2024) of the effective date of the respective Note of Joining (03 Feb 2023).

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The amounts received from Suppliers (220,51 €) refer to refunds that were processed against cancellation/change of air tickets (for travel on duty purposes).

The amount of tuition/conference fees (10.650,00 €) represents the revenue collected from the participants/attendees of the 2nd IAMD COE Annual Conference (110 € fees per attendee) and Common Education and Training Programme (60 € per trainee).

The figures concerning the bank interest received within the FY 2023 are depicted in the following table:

Bank interest	01/01/2023 - 31/12/2023			01/01/2022 - 31/12/2022	
	30 Jun 23	29 Dec 23		30 Jun 22	31 Dec 22
Bank accounts					
Piraeus Bank					
IBAN GR85 0171 5620 0065 6214 8491 615	18,55	15,59		253,58	54,81
IBAN GR25 0171 5620 0065 6214 9353 861	0,00	0,00		0,05	0,01
IBAN GR76 0171 5620 0065 6214 9354 107	0,04	0,07		0,41	0,08
IBAN GR96 0171 5620 0065 6215 1588 433	0,01	0,01		0,02	0,00
IBAN GR02 0171 5620 0065 6215 1588 573	0,00	0,00		0,01	0,00
IBAN GR24 0171 5620 0065 6215 1588 662	0,00	0,00		0,00	0,00
IBAN GR55 0171 5620 0065 6215 1588 395	0,00	0,00		0,03	0,01
IBAN GR90 0171 5620 0065 6215 1588 735	0,00	0,00		0,06	0,00
ALPHA Bank					
IBAN GR50 0140 6480 6480 0200 2009 715	0,00	0,00		0,00	0,00
Piraeus Bank	03 Aug 23	22 Aug 23	22 Nov 23	30 Jun 22	31 Dec 22
6-month term deposit (from 03 Feb 2023 to 03 Aug 2023) 100.000,00 € [0,40%]	201,11	-	-	-	-
12-month term deposit (from 22 May 2023 to 22 May 2024) 50.000,00 € [Q1: 0,40% - Q2: 0,60% - Q3: 0,90% - Q4: 1,30%]	-	51,11	76,67	-	-
12-month term deposit (from 10 Aug 2023 to 13 Aug 2024) 100.000,00 € [2,00%]	-	-	-	-	-
Total amount	363,16			309,07	

25. Cash Outflow from Operating Activities

The cash outflow refers to payments carried out on a cash basis (including any advances - prepayments) for the reporting period to Participants, NATO Entities, suppliers and personnel.

Payments to personnel entail disbursements for travel claims covering transportation expenses (tickets for means of local transportation, car rental fuel costs, etc.) for which cannot be directly settled by the Centre. Payments to NATO Entities encompass expenses disbursed to NATO Schools (NSO, etc.), NATO Centers of Excellence (COEs) - NATO Education & Training Facilities (NMIOTC, etc.), and other NATO entities (NAMFI) for services rendered.

Bank charges represent fees incurred for the use of debit, credit, and prepaid cards by customers (conference and course participants) for fee collection through the Centre's website (e-Commerce platform). Any additional charges from banks are treated as payments made to suppliers.

A breakdown of the cash outflow for the reporting period is provided in the following table:

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Cash outflow from operating activities	01/01/2023 - 31/12/2023	01/01/2022 - 31/12/2022
Payments to Participants	0,00	0,00
Current Year X	0,00	0,00
Year X-1	0,00	0,00
Year X-2	0,00	0,00
Payments to NATO Entities	13.974,04	13.208,63
Current Year X	13.974,04	13.208,63
Year X-1	0,00	0,00
Year X-2	0,00	0,00
Payments to Suppliers	144.546,84	161.387,18
Current Year X	144.546,84	161.387,18
Year X-1	0,00	0,00
Year X-2	0,00	0,00
Payments to Personnel	1.517,88	314,80
Current Year X	1.517,88	314,80
Year X-1	0,00	0,00
Year X-2	0,00	0,00
Payments to Third Parties	0,00	0,00
Current Year X	0,00	0,00
Year X-1	0,00	0,00
Year X-2	0,00	0,00
Bank charges	167,34	94,49
Total amount	160.206,10	175.005,10

Evangelos BALTADOROS
Captain (OF-2), GRC (A)
IAMD COE Financial Controller

Nikolaos MAKRYGIANNIS
Brigadier General (OF-6), GRC (AF)
IAMD COE Director