

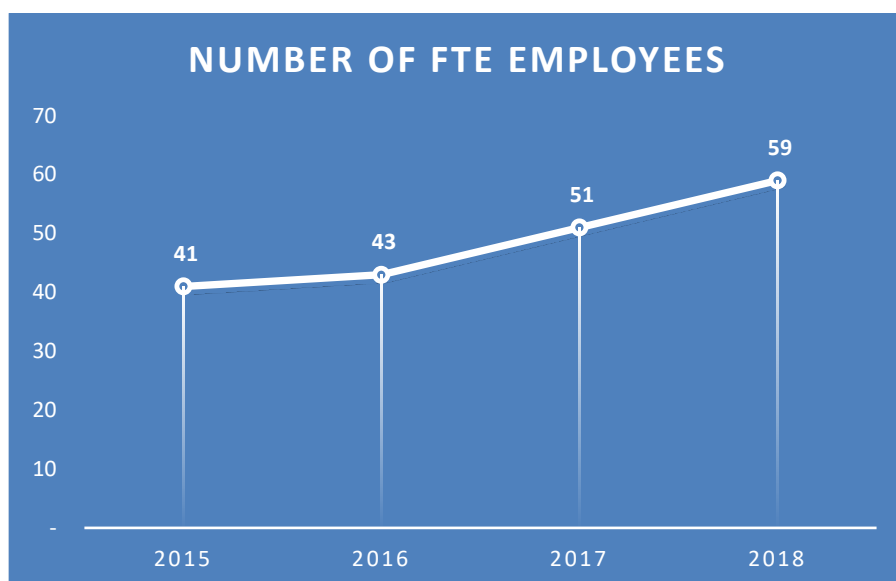
## Financial report and highlights 2018

For the 4<sup>th</sup> consecutive time, EBMT will obtain an “unqualified opinion”, this demonstrates that EBMT is maintaining its high standard of modern management, improving its financial stability and provides assurance that money is being spent and allocated according to our mission.

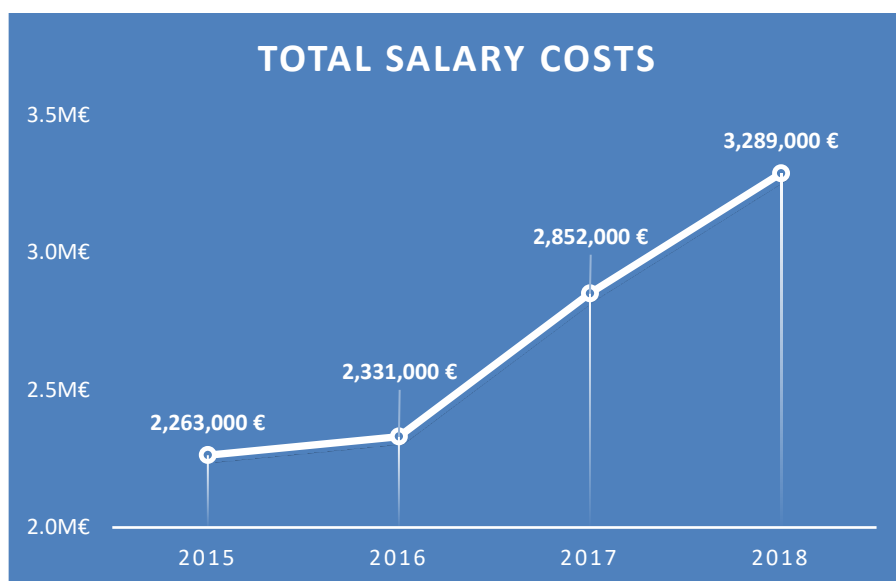
**EBMT has closed for a 5<sup>th</sup> consecutive year with a positive result and continues to invest in its strategic goals in line with its mission.**

During the last four years as EBMT Treasurer, the EBMT Board substantially changed the financial model, which allowed the creation of a continuous reserve of income for strategic projects. This permitted a one-third increase in staff positions but also augmented financial obligations (Figure 1). Therefore, at the very same time we increased our reserves from 2,267 k€ in 2014 to 5,260 k€ in 2018 to cover salary costs in case of any unexpected event.

(A)



(B)



(C)

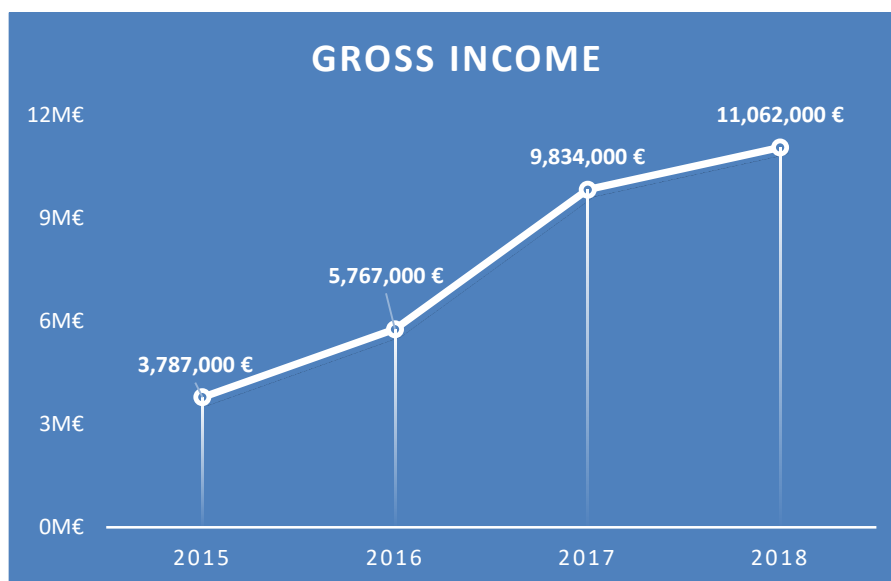


Figure 1: Growth in (A) FTE Employees (B) Salary costs (C) Income

### Spending our financial resources on our missions

Our increasing annual income has been mainly used to further work on our mission as well as to improve the executive structure of EBMT in order to keep pace with the growing organisation. The budget needed for management (i.e. board and executive office expenses), therefore, slightly increased from 8% to 10%, still resulting in an allocation of 90% to our main missions (i.e. studies, Registry, accreditation and education, including the Annual Meeting) (Figure 2 Financial highlights 2018). Thereby, EBMT remains a very efficient organisation when assessed by international rankings (A/A+ in line with CharityWatch).

### Developing a well-balanced strategic financial roadmap for the future

In 2018, the main challenge was to develop a well-balanced financial roadmap for the next four years in order to be able to cover all financial challenges in line with our ambitions but also to secure a strong backbone. To cover future financial challenges, we earmarked 300 k€ per year for the last few years. The EBMT Board decided to partially release such allocated reserves in 2019 (1,153 k€) to support our roadmap for the next few years which covers the following strategic topics:

#### 1. Implementing the new EBMT Registry (MACRO)

This project will be closed in 2019 and has the highest financial priority. Reserves have been earmarked to cover all expected costs. Also, additional reserves are being held for any unexpected expenses.

#### 2. Introducing the “Benchmarking” concept

We have increased the JACIE fees to cover the “benchmarking project”, which will allow centres to know how their own clinical transplantation outcomes compare to the rest of Europe. For the very first time, this will give back the most valuable information to each reporting centre: How is the quality of our daily clinical care and can we learn from over-performers to improve clinical outcomes of all centres?

#### 3. JACIE and Low to Middle-Income Countries

The Board decided to further reach out to countries outside Europe to implement JACIE as a quality system for transplantation centres. We will, therefore, financially support this initiative.

#### 4. Implementing the cellular therapy project and PASS studies

In receiving the qualification opinion from EMA on the cellular therapy module of the EBMT Registry in February 2019 (see page 44), the board decided to strengthen manpower further to

support this initiative, which will collect post-market evidence for safety and efficacy of different commercial CAR T products. In addition, this registry tool will also be helpful for all researchers who are executing clinical studies with CAR T and other advanced therapy medicinal products (ATMPs) in order to gather more comprehensive data sets on efficacy and safety in this very exciting field.

#### **5. Investing in IT and human resources to allow proper management of the organisation**

With a growing organisation, we need to increase the managerial infrastructure and modernise software tools in order to further strengthen the efficiency of the EBMT.

The Board decided to recruit a medical officer who will be dedicated to supporting all medical aspects within the organisation; this has been mainly handled by volunteers until now.

#### **6. Consolidating the Events and Educational Unit**

The in-housing process of the Annual Meeting has been a huge success in order to increase the EBMT's positioning and visibility and to improve financial control as requested by auditors. We will further invest in this important aspect of our mission, and my compliments go to the Barcelona office.

#### **7. Implementing e-learning tools**

We plan to invest in an e-learning platform, which will allow the community to further educate themselves. The recently published EBMT Handbook 2019 is an excellent example of the EBMT educational activities.

### **Financial conclusion**

The very positive financial development of the organisation during recent years has allowed EBMT to further build on its strategic goals and consolidate its structure. Current highlights include the website renewal, registry upgrade, cellular therapy registry, and the development of an EBMT-based benchmarking system which has been initiated in 2019 and will be further developed in the next few years. Despite all these substantial strategic key financial investments in 2018 for IT and staff, EBMT will be closing the year 2018 with a positive total result of 2,106 k€ (expenses of 8,956 k€ and a total income of 11,062 k€). A total of 500 k€ will be earmarked in line with the Board's decisions for structural innovation (300 k€) and registry implementation (200 k€). For other running projects 582 k€ will be earmarked as well. The residual budget of 1,024 k€ will be returned to our reserves and used to further secure our key staff positions and main strategic projects in case of any unforeseen serious adverse financial event. Additionally, 1,153 k€ will be used in 2019 to strategically invest in the goals mentioned above.

It has been my very pleasure to serve EBMT during the last four years. I would like to express my appreciation for the finance team in the Leiden office, Bas Natkiel, Liesbeth Hoekstra, Seppie Öztürk for their hard work and dedication.

**Jürgen Kuball**  
EBMT Treasurer

**Figure 2: Financial highlights 2018**  
**Financial highlights**

Source of income	2018		Destination of resources	2018	
	EUR	%		EUR	%
EBMT Members donations	626.000	5,7%	Scientific Studies	2.135.000	23,8%
Scientific Sponsors donations	282.000	2,5%	EBMT Registry	829.000	9,3%
Annual Meeting	6.551.000	59,2%	Annual Meeting	3.233.000	36,1%
Results from investments	- 44.000	-0,4%	Educational Activities	1.209.000	13,5%
Grants for Studies, Clinical Trials & Education	2.922.000	26,4%	Standards & Accreditation (JACIE)	694.000	7,7%
Accreditation (JACIE)	725.000	6,6%	Management & Administration	856.000	9,6%
<b>Total Income</b>	<b>11.062.000</b>	<b>100,0%</b>	<b>Total Expenditure</b>	<b>8.956.000</b>	<b>100,0%</b>

Financial outcome	2018	
	EUR	%
Total Income	11.062.000	100%
Total Costs	8.956.000	81%
<b>Gross Result</b>	<b>2.106.000</b>	<b>19%</b>
Earmarked	1.082.000	10%
<b>Net result</b>	<b>1.024.000</b>	<b>9%</b>

*At the time of the report was printed (March 6, 2019), the audit process had not been completed yet.*

<sup>i</sup> Although the EBMT is publicly known as one organization, the legal structure is different. The legal entity Society handles activities regarding memberships, Board, Committees, Working Parties, Asset Management and the Annual Congress. The Society holds all reserves. The legal entity Foundation – the operating entity – handles all other activities such as Science (Studies and Trials), Education, Accreditation, Sponsorship and Registry. Due to the fact that this entity exploit EBMT's core activities, all employment obligations are tied to her. Both entities have the same Board of Directors. The Society has full control over Foundation.