FUSION FOR ENERGY

Consolidated Annual Activity Report (CAAR) for 2025

of the European Joint Undertaking for ITER and the Development of Fusion Energy

Fusion for Energy - F4E

This report fulfils the requirement of Article 48 of F4E's Financial Regulation on the provision of an Annual Activity Report and issued in accordance with the 2010 Conclusions of the Competitiveness Council on "ITER Status and Possible Way Forward".

Fusion for Energy

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List of Acronyms

A/E	Architect Engineer
ABAC	(Accrual-based Accounting); Accounting and budgetary tool of the European Commission and F4E
AC	Audit Committee
AHG	Ad-Hoc Group
AMC	Administration and Management Committee
ANB	Authorised Notified Body
B2B	Business-to-business
BA	Broader Approach Agreement
BAUA	Broader Approach Units of Account
BCM	Blanket Cooling Manifold
Body PS & MHVPS	Body Power Supply and Main High Voltage Power Supply
BPM	Business Process Management
BSM	Blanket Shield Module
BSM	Buildings and Site Management
CA	Contract Agent
CAAR	Consolidated Annual Activity Report
CAD	Computer Aided Design
CAS	Credit Allocation Scheme
CB	Cryostat Base
CEL	Conventional Exceptional Loads (convoys)
CER coils	Continuous External Rogowski coils
CMA	Construction Management-as-agent
CMM	Cassette Multifunctional Mover
CN-DA	Chinese ITER Domestic Agency
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CDLDS:	Cryostat Direct Leak Detection System
CPRHS	Cash and Plug Remote Handling System
CS	Central Solenoid
CSC	Computational Simulation Centre

CTM	Cassette Toroidal Mover
CVB	Cold Valve Boxes
CVBCS	Cryostat Vessel Body Cylindrical Section
CW	Continuous Wave
CW gyrotron	Continuous Wave gyrotron
CW pumping station	Cooling Water pumping station
DA	Domestic Agency
DACC	Deviations Amendments and Contract Changes tool
DC	Direct Current
DCC	Document Comment Communication
DEMO	Demonstration Fusion Reactors
DG ENER	Directorate-General for Energy
DNB	Diagnostic Neutral Beam
DP	Double Pancake for superconducting magnets
DR	Deviation Request
D-T	Deuterium-Tritium
DTP2	Divertor Remote Handling Test Platform
DTU	Digital Transformation Unit
DWS	Detailed Work Schedules
EAC	Estimate At Completion
EBBTF	European Breeding Blanket Test Facilities
EC	Electron Cyclotron
ECA	European Court of Auditors
ECH	Electron Cyclotron Heating
EcoSys®	Enterprise Project Control System
ECPS	Electron Cyclotron Power Supplies
ECRH	Electron Cyclotron Resonance Heating
EDPS	European Data Protection Supervisor
EF	Equilibrium Field
EU	European Union
EU-DA	European Union ITER Domestic Agency (Fusion for Energy)

EUROFER	A 9% Chromium reduced activation ferritic-martensitic steel
EUROfusion	European Consortium for the Development of Fusion Energy
EVEDA	Engineering Validation and Engineering Design Activities
EVM	Earn Value Management
F4E	Fusion for Energy
FAT	Factory Acceptance Test
FO	Official staff
FP7 grants	Seventh Framework Programme for Research and Technological Development European Union grants
FR/IR	Financial Regulation/Implementing Rules
FSP	Full-Scale Prototype
FTE	Full Time Equivalent
FUTED	Fusion Technologies & Engineering Department
FW	First Wall
FWC	Framework Contract
GB	Governing Board
GDoIs	General Declarations of Interest
GHe tank	Gas Helium Tank
H&CD	Heating and Current Drive
HCLL	Helium-Cooled Lithium-Lead (Test Blanket Module)
HEL	Highly Exceptional Loads (convoys)
HFTM	High Flux Test Module
HHF	High Heat Flux
HIP	Hot Isostatic Pressing
HNB	Heating Neutral Beam
HPC	Hold Point Clearance
HR	Human Resources
HRS Water treatments	Heat Rejection System Water treatments
HTS CL	High Temperature Superconducting Current Leads
HV	High Voltage
HVPS	High Voltage Power Supply
I&C	Instrumentation and Control

IAC	Internal Audit Capability
IAEA	International Atomic Energy Agency
IAS	Internal Audit Service
IC	ITER Council
ICRH	Ion Cyclotron Resonance Heating
IDM	ITER Document Management (software)
IFERC	International Fusion Energy Research Centre
IFMIF	International Fusion Materials Irradiation Facility
IMS	Integrated Management System
IMSS	Integrated Management System Standards
IN-DA	Indian ITER Domestic Agency
IO	ITER Organization
IP	Intellectual Property
IPR	Intellectual Property Rights
IPTs	Integrated Project Teams
IRS	Integrated Reporting System
ISC	Improvement Steering Committee
ISEPS	Ion Source and Extraction Power Supplies
ISS	Isotope Separation System
ITER IO	ITER International Organization (Central Team)
IUA	ITER Unit of Account
IVT	Inner Vertical Target
IVVS	In-Vessel Viewing System
JAEA	Japanese Implementing Agency (Broader Approach)
JET	Joint European Torus
JA-DA	Japanese ITER Domestic Agency
KO-DA	Korean ITER Domestic Agency
KPI	Key Performance Indicator
LC	Load Centre
LIFUS	Lithium for Fusion
LIPAc	Linear International Fusion Materials Irradiation Facility Prototype Accelerator

LN2	Liquid Nitrogen
MAD	Material Acceptance Document
MAP	Multi-Annual Plan
MFF	Multi-Annual Financial Framework
MITICA	Megavolt ITER Injector and Concept Advancement
MTA	Milestone Trend Analysis
MV DC	Mega Volt Direct Current
NB	Neutral Beam
NBI	Neutral Beam Injector
NBDLDS	Neutral Beam Direct Leak Detection System
NBRHS	Neutral Beam Remote Handling System
NBTF	Neutral Beam Test Facility
NbTi	Niobium Titanium
NCR	Non-Conformity Report
NDT	Non-Destructive Testing
NHF	Normal Heat Flux
NPC	Notification Point Completion
OLAF	European Anti-Fraud Office
OPS	Overall Project Schedule
PA	Procurement Arrangement
PBS	Plant Breakdown Systems
PCC	Procurement and Contracts Committee
PCR	Project Change Request
PCR	Pre-Compression Rings
PCSCF	Project Control
PF	Poloidal Field (coils)
PFU	Plasma Facing Units
PGM M/IMP	Programme Management and Implementation
PoE	Port of Entry
PPEN	Pulsed Power Electrical Network
PRIMA	Padova Research on ITER Megavolt Accelerator
PS	Power Supply

PSM	Project Steering Meeting
PTC	Prototype Torus Cryopump
P&C	People and Culture
Q1/2/3/4	Quarter
QA	Quality Assurance
QC	Quality Control
QMS	Quality Management System
QPC	Quench Protection Circuit
R&D	Research and Development
RAMI	Reliability, Availability, Maintenance and Inspectability
RAMIO	Reliability, Availability, Maintenance and Inspectability Officer
RAPID	F4E-developed tool which follows up on the implementation of audit actions
RASCI	Responsible, Accountable, Support, Consulted and Informed
RF	Radio Frequency
RFE	Ready for Equipment
RFQ	Radio Frequency Quadrupole
RH	Remote Handling
RMV	Requirements Management and Validation
RF-DA	Russian ITER Domestic Agency
RWM	Resistive Wall Mode Control
RWMPS	Resistive Wall Modes (Coils) Power Supplies
SAT	Site Acceptance Test
SCMPS	Superconducting Magnets Power Supplies
SF6 gas	Sulphur hexafluoride gas
SMEs	Small and Medium Enterprises
SNE	Seconded National Expert
SPI	Schedule Performance Index
SPIDER	Source for Production of Ions of Deuterium Extracted from Radio Frequency plasma
SR2FP	Straight Road to First Plasma
SRF Linac	Superconducting Radio Frequency Linear Accelerator
SSEN	Steady State Electrical Network

TA	Temporary Agent
TAP	Technical Advisory Panel
TB	Tender Batch (building contracts)
TBM	Test Blanket Modules
TBS	Test Blanket System
TF	Toroidal Field (coils)
US-DA	United States ITER Domestic Agency
VC	Voluntary Contributor
VV	Vacuum Vessel
WBS	Work Breakdown Structure
WDS	Water Detritiation System
WP	Work Programme
WRL	Warm Regeneration Lines
WRS	Warm Regeneration System

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Foreword from the Outgoing Governing Board Chair

It is an honour to introduce the 2025 Annual Activity Report of Fusion for Energy (F4E) — the European Joint Undertaking for ITER and the Development of Fusion Energy — and to reflect on a year that further confirmed F4E's central role in Europe's fusion ambitions.

As I conclude my four-year mandate as Chair of the Governing Board, I do so at a moment when F4E has navigated profound challenges while continuing to progress in delivery, governance and organisational maturity. Having spent most of my professional life in the fields of fusion, energy and research — including responsibilities at CIEMAT and within the ITER Organization — I have a deep appreciation of the long-term commitment required to deliver such complex endeavours. F4E occupies a unique position in this landscape, translating Europe's political, scientific and industrial ambitions into concrete results.

Throughout 2025, the Governing Board exercised close oversight of F4E's activities, addressing key operational, financial and governance matters. The Board followed closely progress on the ITER baseline, the continued strengthening of cooperation with the ITER Organization, the implementation of F4E's industrial policy and Technology Development Programme, and strategic initiatives linked to organisational effectiveness, staff wellbeing and harassment prevention. Particular attention was also devoted to questions of workforce sustainability and medium-term capacity, underlining the importance of aligning ambition with realistic planning and sound management.

These discussions reflect the broader transformation that has taken place during my mandate. F4E has undergone organisational change while maintaining a strong focus on delivery, improving its reporting and strengthening internal controls. With the guidance of the Governing Board and the leadership of the Director, the organisation has advanced in a positive direction, achieving important results across its major programmes and reinforcing its credibility with stakeholders.

Europe's fusion pathway — spanning ITER, the Broader Approach and the development of enabling technologies such as IFMIF-DONES — requires consistency, discipline and cooperation across institutions and borders. F4E's ability to integrate these dimensions, while engaging European industry and research organisations, remains one of its greatest assets and a prerequisite for future success.

I would like to express my sincere appreciation to the Members and Experts of the Governing Board for their commitment and constructive engagement, as well as to the Bureau and specialised Committees for their essential preparatory and advisory work. My thanks also extend to the Governing Board Secretariat for its professionalism and continuity, and to the Director and all F4E staff for their dedication, resilience and public service spirit in support of Europe's fusion mission.

As I hand over the Chairmanship to Dr Francesco Sette, I do so with confidence in the organisation's trajectory and gratitude for the trust placed in me throughout my mandate. It has been an honour and a privilege to chair F4E's Governing Board during the past four years. I am more convinced than ever that the future of fusion in Europe must go through F4E.

Carlos Alejaldre

Outgoing Chair of the Governing Board

Governing Board's Analysis and Assessment

Having regard to Art. 4 of the Statutes annexed to the Council decision 2007/198/Euratom establishing the European Joint Undertaking for ITER and the Development of Fusion Energy and Art. 48 of F4E's Financial Regulation, the Governing Board:

1. Welcomes the progress and achievements of F4E in delivering Europe's contribution to ITER, the Broader Approach projects and DONES in 2025, and further welcomes the continued strengthening of the operational partnership between Fusion for Energy and the ITER Organization. The Governing Board recognizes that the increasing integration of planning, engineering, manufacturing, assembly and commissioning activities is becoming a key enabling factor for the successful delivery of ITER during its forthcoming critical implementation phase, while maintaining clear responsibilities and accountability.

2. Notes the strong overall delivery performance reported for 2025, in particular the achievement of a 91% Milestone-based Schedule Performance Index, above the annual objective, and the further strengthening of schedule and performance monitoring through the introduction of EVM-CAS aligned with the ITER project baseline.

3. Commends F4E for progress across key ITER systems, including Vacuum Vessel recovery and manufacturing activities, First Wall Panels and Blanket Cooling Manifolds, Divertor components, Remote Handling systems, Cryoplant commissioning, vacuum system deliveries, Diagnostics procurement and manufacturing readiness, and the completion of important site infrastructure.

4. Welcomes the continued progress of the Broader Approach projects and recognizes the strategic role of JT-60SA in preserving European fusion expertise, reducing technical risk for ITER and supporting the preparation of future fusion facilities.

5. Welcomes the transition of IFMIF-DONES towards construction in 2025, including the ground-breaking ceremony in Granada, the approval by the Governing Board of F4E's contribution to the construction and commissioning phase, the signature of the Multilateral International DONES Agreement, and the progressive ramp-up of F4E's on-site contribution.

6. Appreciates F4E's continued contribution to strengthening the European fusion ecosystem through technology development, procurement excellence, industrial capability building, supply-chain engagement, technology road-mapping and cooperation with industry, laboratories, academia and emerging fusion companies.

7. Welcomes the reported industrial and socio-economic impact of F4E activities, in particular the findings of the 13th Annual Assessment indicating that nearly EUR 5.6 billion in F4E-related spending over 2018–2024 generated an estimated EUR 5.95 billion in Gross Value Added and around 39,000 job-years.

8. Notes the budgetary execution achieved in 2025, with 92% implementation of final available commitment appropriations and 93% implementation of final available payment appropriations, and encourages continued attention to financial planning, procurement efficiency and budget implementation.

9. Recognizes that ITER is entering an increasingly demanding implementation phase characterized by the integration of first-of-a-kind systems, industrial recovery actions, evolving technical interfaces, progressive assembly and preparation for commissioning. Encourages F4E to continue reinforcing risk management, supplier oversight and operational cooperation with the ITER Organization and the other Domestic Agencies.

10. Acknowledges the progress made in organisational management, internal controls and audit follow-up following the 2024 reorganisation, while noting that workload, vacancy rate, geographical balance, staff wellbeing, resource planning and the implementation of the Resource Loaded Plan remain areas requiring sustained attention.

11. Welcomes the measures taken in the areas of ethics, anti-fraud awareness, data protection, cybersecurity compliance, sustainability and staff wellbeing, including the follow-up to the 2025 Staff Engagement Survey and Ekilibre assessment, and encourages F4E to pursue the related action plans with sustained management attention.

12. Expresses satisfaction with the quality and comprehensiveness of the Consolidated Annual Activity Report 2025 prepared by F4E and notes the Declaration of Assurance issued by the Director.

13. In addition to adopting the present assessment, the Governing Board expresses its confidence in the continued commitment of F4E staff, management and partners to deliver Europe's contribution to ITER and encourages the organization to continue strengthening its operational integration with the ITER Organization as a cornerstone for success during assembly, commissioning and preparation for operations.

Barcelona, 14 July 2026
Francesco Sette
Chair of the Governing Board
[Electronically signed in IDM]

Executive Summary

Dear stakeholders, colleagues, readers,

Fusion energy continues to gain strategic importance as Europe seeks long-term solutions for energy security, sustainability and industrial competitiveness. In this context, Fusion for Energy (F4E) plays a central role in delivering Europe's contribution to ITER, the world's largest fusion experiment, while building the industrial and organisational capacity required to advance the European fusion roadmap.

The document you hold presents more than a record of activities delivered in 2025. It reflects a collective effort—by F4E staff, European industry, Member States, the European Commission and the ITER Organization—towards a shared ambition that goes beyond making ITER operational. Fusion's objective is to contribute to abundant, sustainable and affordable energy, supporting a greener, more secure and fairer Europe.

2025 was a year of solid delivery and consolidation for F4E, with ITER remaining the primary focus of our activities. During the year, Europe advanced the delivery and acceptance of major ITER components, notably through progress on Vacuum Vessel sector manufacturing and delivery, a cornerstone for tokamak assembly. Significant steps were also achieved on in-vessel components, power supply systems, cooling and fuel cycle systems, diagnostics and site infrastructure, enabling ITER to progress towards the next phases of installation and commissioning. This delivery was achieved in close coordination with the ITER Organization, trough integration of our teams reflecting improved alignment across design, manufacturing and site activities.

Delivering such progress requires operating in an environment of exceptional technical and organisational complexity. First-of-a-kind manufacturing, evolving interfaces, long qualification campaigns for plasma-facing components, and the progressive integration of commissioned systems into a single machine all demand experience, resilience and close cooperation across a highly specialised supply chain. Against this backdrop, F4E's overall performance in 2025 remained very strong, with the achievement of a Milestone-based Schedule Performance Index of 91%, reflecting increased operational maturity, the systematic application of lessons learned and closer integration with project partners.

Beyond ITER, progress continued under the Broader Approach with Japan, notably on JT-60SA, which remains a key experimental facility for reducing technical risk and preserving European know-how during ITER construction. In parallel, Europe strengthened its engagement in DONES, advancing preparatory and early implementation activities for this strategically important materials irradiation facility, which will play a critical role in qualifying materials for future fusion power plants.

A defining feature of F4E's contribution to fusion is the European industrial supply chain established and sustained through ITER and related programmes. Since its creation, F4E has awarded around EUR 7.2 billion through approximately 1,430 contracts to more than 2,300 companies across Europe, building what is widely recognised as the largest and most specialised fusion supply chain in the world.

Independent studies confirm that this investment has delivered significant economic and industrial benefits beyond the infrastructure itself. An external assessment conducted by CSIL, Trinomics and Cambridge Econometrics shows that F4E's activities generated almost EUR 6 billion in gross value added between 2018 and 2024 and supported around 39, 000 job-years, with strong positive effects on skills development, innovation and competitiveness among European suppliers. These findings underline how ITER and associated projects function not only as scientific endeavours, but also as engines for industrial capability and technological spillovers across Europe.

Looking ahead, fusion remains a long-term endeavour, but one that requires credible delivery, sustained commitment and strong industrial foundations today. In this context, F4E has also initiated actions to strengthen European competitiveness, including more strategic procurement approaches, targeted technology development and closer interaction with emerging private fusion initiatives. At the same time, awareness remains a decisive challenge: while fusion's impact will unfold over the long term, its development and the investment it requires must take place now.

F4E will therefore continue to focus on disciplined execution, close support to the ITER Organization and its partners, and the effective mobilisation of Europe's industrial and scientific strengths in support of the fusion roadmap.

I would like to thank the Governing Board, the European Commission, our Member States, the ITER Organization and all our partners for their continued trust and support.

Above all, I thank the F4E staff and the many European companies involved for their professionalism and commitment in delivering Europe's contribution to ITER and fusion.

Marc Lachaise

Director, Fusion for Energy

Our Vision and Mission

"*Bringing the power of the sun to Earth*"

Fusion for Energy (F4E) plays a central role in turning fusion research into a future source of clean, sustainable energy for Europe. F4E's work focuses on delivering Europe's contribution to today's major fusion project in the world, the International Thermonuclear Experimental Reactor (ITER). As in many large-scale research projects, spillover effects are generated. And F4E is no difference. By deploying our contributions to ITER, F4E is supporting the European fusion industry, gathering fusion expertise and preparing tomorrow's fusion workforce. The experience gained in all our actions will provide useful insights to the European policymakers and the research community.

Delivering Europe's Fusion Projects

F4E's top priority is the successful construction and operation of Europe's flagship fusion initiatives: **ITER in Cadarache, France, the Broader Approach projects - JT60SA and IFMIF-EVEDA in Japan - and IFMIF-DONES material testing facility in Granada, Spain**.

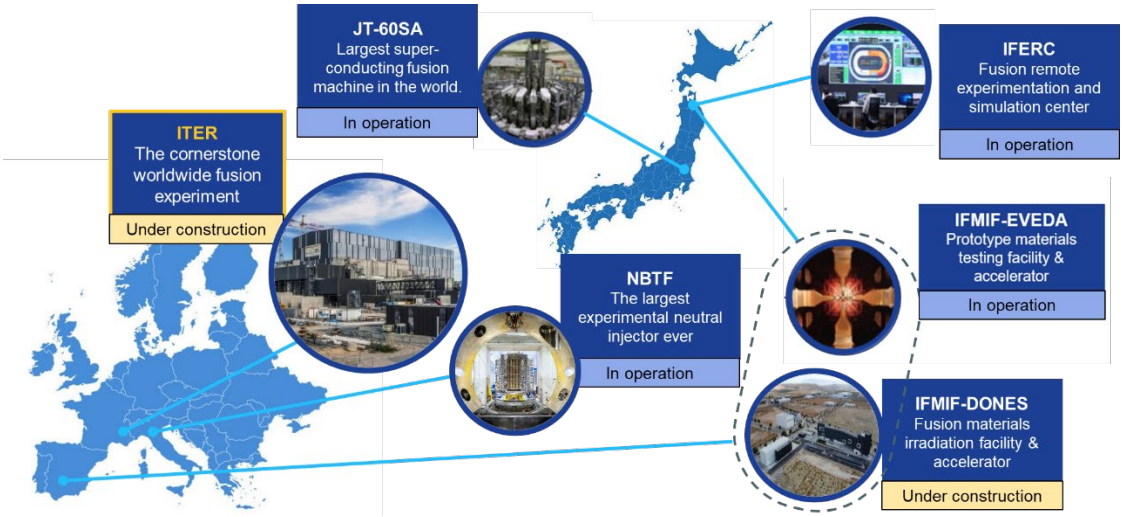


Figure 1: F4E's main projects and their location

F4E's works in an integrated manner with the ITER International Organization (IO) to deliver high quality components on time and within budget and plans to contribute actively throughout all project phases - from construction and assembly to commissioning and future operations.

We also support key complementary facilities such as the **JT-60SA tokamak**, helping EUROfusion and the European fusion laboratories gain valuable experience and feed lessons learned back into ITER and future projects.

Preparing the Future of Fusion

Through delivery of our main *raison d'être*, we capture and retain experience, advance strategic fusion technologies with EUROfusion and European laboratories to provide industry with end-to-end supply chain services and infrastructure and support the engineering design and validation of **future fusion reactors**.

In close collaboration with EUROfusion, F4E is attracting and developing new talent through training, outreach and collaboration, helping to build a strong and skilled fusion workforce for the future.

Building a European Fusion Industry

As a procurement centre of excellence, F4E is committed to inclusive competition allowing access to SMEs and geographically diversified supply chain able to compete in the world's market, partnering with and collaborating with emerging private initiatives.

Part I: Achievements from the Work Programme 2025

1. Introduction

ITER is the world's largest fusion experiment, under construction in Cadarache (France). Its goal is to demonstrate controlled fusion by producing ten times more energy from the plasma than is needed to heat and sustain it—paving the way for future fusion power plants.

ITER uses a *tokamak* design: a doughnut-shaped vacuum chamber where an ultra-hot gas (plasma) is confined and stabilised by powerful magnetic fields allowing the fusion reactions to occur between the nuclei of hydrogen atoms.

The ITER Organization (IO) leads the overall project: it defines system requirements, owns the global design, integrates the systems, and acts as the nuclear operator.

The seven parties to the ITER International Agreement — China, the European Union (Euratom), India, Japan, the Republic of Korea, the Russian Federation and the United States—deliver most of their contributions to ITER through "in-kind" working with industries located in their territories.

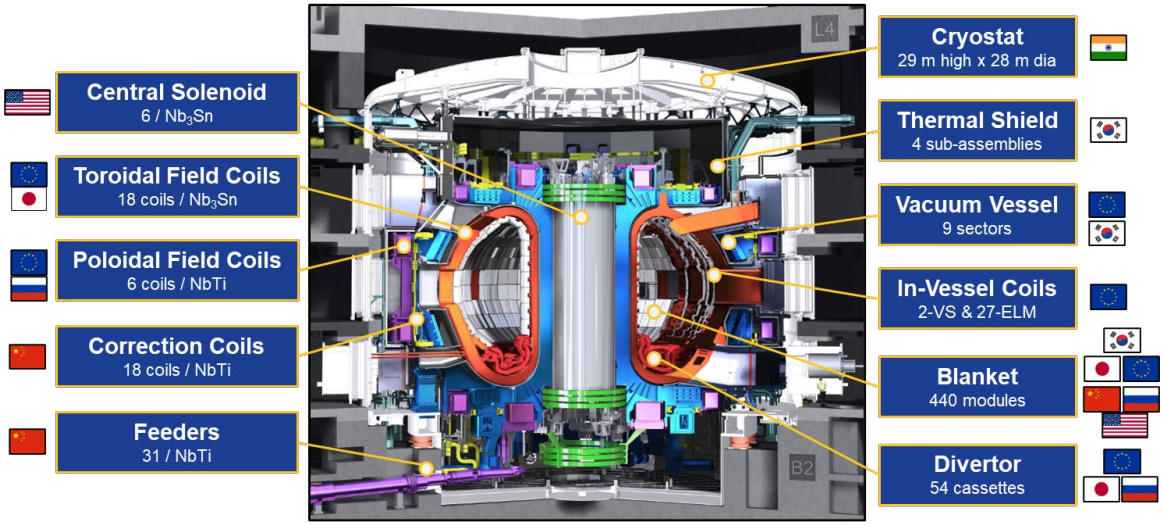


Figure 2: Overview of the ITER machine and the ITER Members' contributors per component

How fusion works in ITER

ITER is designed to show that fusion—the process that powers the sun—can be controlled on Earth and is scientifically feasible on a scale close to that of a future commercial reactor. In a tokamak, the fuel is heated until it becomes a plasma and is kept away from the vessel walls using powerful magnets.

1. **Fuel:** ITER uses two forms of hydrogen—deuterium (from water) and tritium (obtained from special sources).
2. **Make a plasma:** the fuel is heated to over 150 million °C so it becomes an ionised gas (plasma) where fusion can occur. Heating comes from an electric current in the plasma and additional heating systems.
3. **Hold it with magnets:** superconducting magnets create a "magnetic cage" that keeps the plasma suspended inside the vacuum vessel, without touching the walls.
4. **Fusion and energy:** when conditions are right, deuterium and tritium fuse, producing helium and high-energy neutrons that carry most of the energy.
5. **Capture the heat:** the neutrons heat the surrounding first wall and blanket; cooling systems remove this heat. ITER will not generate electricity, but it will validate the technologies needed for future fusion power plants.

What Europe delivers through Fusion for Energy (F4E)

F4E is the European Union organisation responsible for managing and delivering Europe's contribution to ITER. Europe provides about **45%** of ITER's construction value and hosts the project in France, working with European industry and research organisations to deliver major systems "in kind":

- **Vacuum Vessel** – Delivery of large steel sectors forming the core structure of the tokamak, where the plasma is confined and designed to operate under extreme conditions (high temperature, vacuum and radiation).
- **In-vessel Blanket** – Delivery of blanket/first-wall components lining the vacuum vessel to shield against neutrons and heat, protecting the vessel and enabling operation.
- **In-vessel Divertor** – Delivery of divertor elements at the bottom of the vessel to withstand the highest heat loads and extract helium "ash" and impurities.
- **In-vessel Assembly Tooling** – Specialised tools and fixtures to install, align and assemble in-vessel components within tight tolerances and constrained access.
- **Remote Handling** – Remote maintenance systems (tools, casks/manipulators, viewing and control) enabling installation and replacement of activated components without human entry into high-radiation areas.
- **Cryoplant & Fuel Cycle** – Systems to produce and distribute cryogens for superconducting magnets and other cryogenic users, plus fuel-cycle systems for hydrogen-isotope management (including tritium-related processing), vacuum pumping/cryopumps and supporting services.
- **Plasma Engineering & Operations** – Engineering and operational capabilities to prepare, control and run plasma scenarios, supporting integration as ITER moves from assembly into commissioning and operations.
- **Heating & Current Drive** – Systems to heat the plasma and drive plasma current (including supporting equipment, interfaces, and power/RF plant items) for plasma start-up, control and performance.
- **Diagnostics** – Diagnostic instruments and infrastructure measuring plasma and machine conditions (magnetics, optics, neutronics, etc.), providing real-time data for control, protection and scientific analysis.

- **Test Blanket Module (TBM)** – Support to ITER's tritium-breeding test modules installed in dedicated ports to validate breeding concepts and materials for future fusion power plants.
- **Site and Buildings** – Delivery of ITER site infrastructure and buildings (civil works and plant facilities), including elements of the Tokamak Complex and supporting facilities for assembly, commissioning and operations.

1.1 Vacuum Vessel

The ITER Vacuum Vessel (VV) is the container of the nuclear fusion reaction. It has a torus shape and, for manufacturing purposes, it has been divided into nine 40-degree sectors. Fusion for Energy (F4E) is responsible for the in-kind delivery of five of these sectors to the ITER site.

Figure 3: Sector 4 arriving at ITER site in May 2026

The contract was awarded in 2010 to a consortium composed of Ansaldo Nucleare, Westinghouse Electric Italy (WEI), and Walter Tosto S.p.A. (WTO). The first sector, completed by WEI, was delivered in October 2024.

In May 2025, Sector 4 — completed by Walter Tosto — was successfully delivered to ITER. At that time, the next three sectors were progressing in parallel, each at a different stage of completion.

Sector 9 was progressing well and without major issues. However, at the beginning of 2025 two major non-conformities emerged on S9, both extremely severe: they required opening two additional windows on the Outer Shell — a highly invasive intervention — and restoring weld conformity through deep repairs.

These events had the potential to jeopardize the entire baseline. To avoid compromising the critical path, a full schedule re-definition was carried out, significantly increasing the level of parallelization and carefully adjusting the work sequences.

Thanks to coordinated work across planning, supervision, engineering, and shop-floor teams, conformity was restored and the sector was brought back on track. Execution remained aligned with the 2024 schedule, and delivery of S9 will take place in Q1 2026 as foreseen.

For the last two sectors — S3 at WTO and S2 at WEI — manufacturing progressed throughout 2025, and the welding of the inner shell of both sectors has been completed. Both remain on track for shipment in Q3 and Q4 2026.

Figure 4: Sector 3 – Left – and Sector 2 – Right – status in December 2025

1.2 In-Vessel Blanket

Blanket First Wall Project

The First Wall Panels (FWP) are an important 'plasma facing' component of the blanket system that absorbs radiation and provides thermal shielding to the vacuum vessel and external components. Each panel is around 1M by 1.5M and weighs approximately 1.5 tones. Europe is responsible for providing 212 FWP plus spares, which is almost half of all panels to be installed in the Tokamak. These are first-of-a-kind components with very demanding requirements. They must withstand the intense heat and neutron stream of ITER and survive thousands of heating and cooling cycles without cracking or deforming.

What progress has been made?

Over the last decade, F4E has collaborated with different companies to develop and test solutions, from partial mock-ups to full-scale prototypes. The efforts have been productive, sharpening the design and building up industrial know-how.

In 2021, contracts to manufacture the panels were placed with a supplier in Spain (Fusion Business Leadership, a consortium of Leading and Empresarios Agrupados) and another supplier in France (Alsymex). Sophisticated manufacturing facilities were built at the supplier sites in Cantabria, Spain and Tarbes, France. They are equipped with machines for milling or drilling, assembly clean rooms and areas for testing, including metrology or ultrasonic inspections and hot helium leak tests. Since then, fabrication commenced on first -of- a- kind panels, referred to as 'Pre-Series Panels' (PSPs), ensuring the design could be validated before manufacturing the final 'Series Panels'. First, the panel structures will be fabricated before the armour material is bonded to complete the panels.

What was achieved in 2025?

In 2025, the factory and production lines were completed, pending some minor works. The state-of-the-art equipment and machinery installed at the factories provide highly skilled workers with the capability to undertake complex manufacturing procedures, some manually and others using robotics.

Both suppliers completed the first PSP structures and conducted Factory Acceptance Tests, which are the final steps of the manufacturing sequence. In parallel, fabrication of the Series Panel structures continued to progress to ensure project timescales remained on track.

Due to the successful progress made on the PSPs and FWP structures, a new specific contract was signed with each supplier to commence the manufacturing of additional panels and to procure more raw materials (CuCrZr), meaning 6 of the 10 FWP families are now in production.

Another critical part of the FWP is the armour material, which provides the main protective barrier from the plasma. In 2023, a decision was taken to replace beryllium with tungsten and a project to qualify the tungsten armour in terms of design, manufacturing process and performance was established in 2024. The project is progressing well, placing its first contracts in 2025 with suppliers to manufacture small scale mock-ups, to be used as part of the armour qualification campaign.

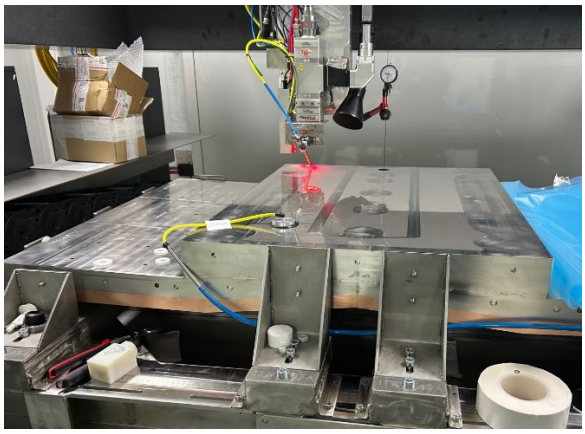


Figure 5: Pre-Series Panels caps laser welding at Alsymex

Figure 6: Industrialization of the manufacturing facilities at Fusion Business Leadership (2022 vs 2025)

Figure 7: Pre-Series Panels at Alsymex during Hot Helium Leak Tests

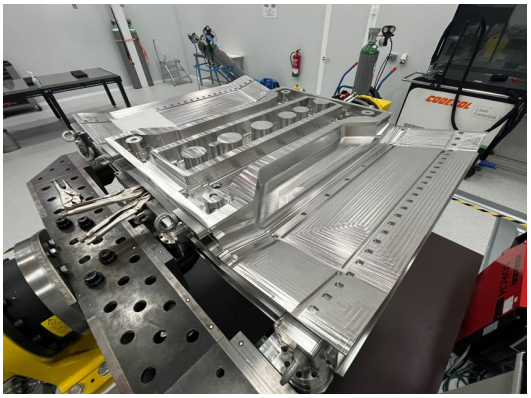


Figure 8: Assembly of Pre-Series Panel #3 at Fusion Business Leadership

Blanket Cooling Manifolds Project

The Blanket Cooling Manifolds (BCM) are connected to the Tokamak Cooling Water System (TCWS) to transfer the 736 MW of energy deposited in the Blanket System. The cooling water is supplied to and returned from the independent Blanket Modules (BM) through a piping system. The main function of this system is to transfer the heat deposited in the BM to the outside of the Vacuum Vessel (VV) and mitigate overheating. The BCM consists of 363 cooling circuits feeding 440 BMs which are routed through 18 upper ports and 2 lower ports into and out of the VV, as shown in the figure below.

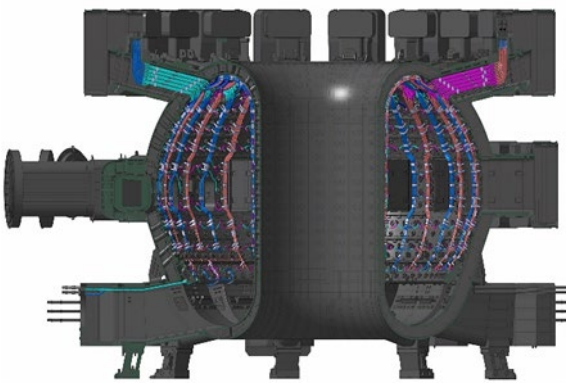


Figure 9: Blanket cooling manifolds

What progress has been made in 2025?

As shown here-after, two manifold bundle prototypes manufactured as per ITER Organization (IO) initial design were completed at the mid of 2025 (Task 1 of OMF-1080, two suppliers).

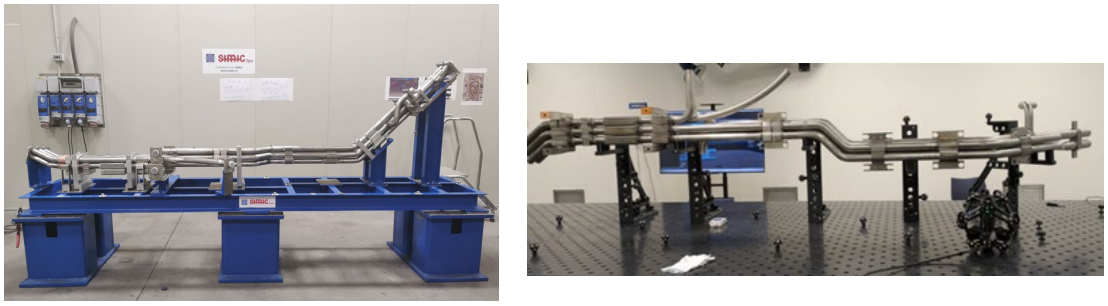


Figure 10: Prototypes of the bundle completed in 2025

Lessons learnt gained from both prototypes highlighted the need for a significant change of the technical baseline of the BCM. In this regard, F4E supported in 2025 IO for re-design activities of the BCM and F4E was involved in the Preliminary Design Review which was held in IO at the beginning of October 2025. In parallel, activities for the procurement of 316L ITER grade raw material carried on under Task Order 8. Engineering activities for Task Order 3 of the F4E-OMF-1080, related to the procurement of chimney pipes, were mainly completed in 2025.

The re-opening of competition for Task Order 5 and Task Order 6 of the Framework Contract F4E-OMF-1080, corresponding to the procurement of upper ports, and procurement of branch pipes and co-axial connectors have been postponed due to the re-design of the BCM.

What is next for the Blanket Cooling Manifold?

The manufacturing activities of the chimney pipes under Task order 3 will start in 2026 after successful completion of the Manufacturing Readiness Review.

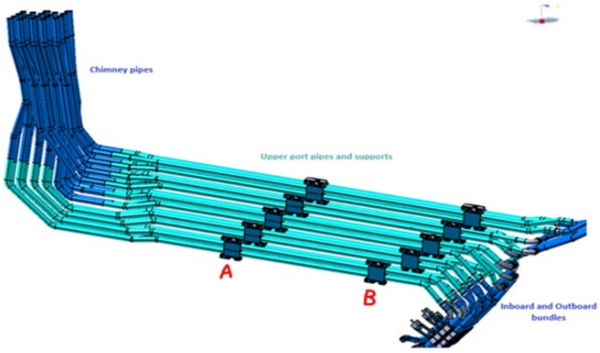


Figure 11: Chimney pipes

Significant quantity of 316L ITER grade raw material procured under Task Order 8 will be delivered in 2026.

F4E will carry on supporting IO for the design of the BCM and will launch amendments for the manufacturing of inlet inboard bundle prototypes as per the updated IO design.

1.3 In-Vessel Divertor

The main function of the Divertor is minimizing the impurity content in the plasma whilst exhausting part of the plasma thermal power (including alpha power). As the main interface component between the plasma and material surfaces, it shall tolerate high heat loads while, at the same time, providing neutron shielding for the Vacuum Vessel and magnet coils, in the vicinity of the Divertor.

The Divertor includes the cassette body (CB) and three Plasma-Facing Components (PFCs), namely the Inner Vertical Target (IVT), Outer Vertical Target (OVT), and the Dome (DO) as shown in the figure below. The divertor cassette is fastened to two concentric inner and outer toroidal rails welded to the Vacuum Vessel via the so-called ‘hard cover plates’.

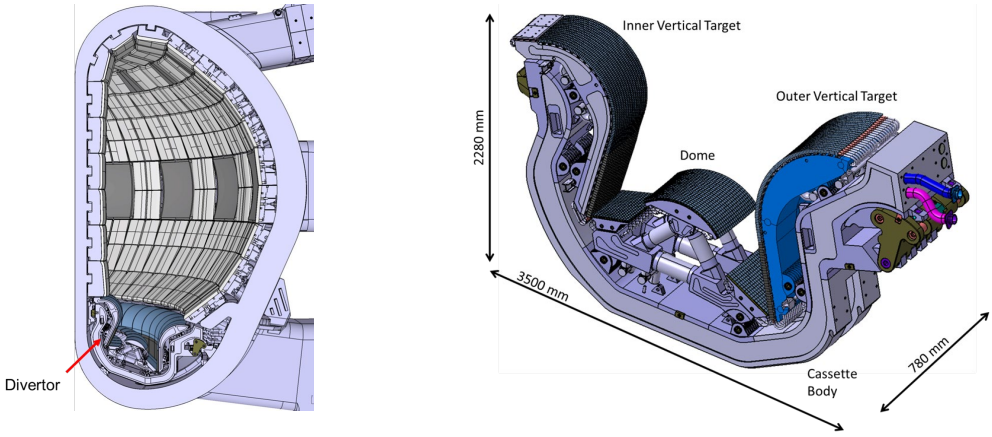


Figure 12: Divertor Cassette

Cassette Body Project

The Cassette Body provides neutron shielding for the Vacuum Vessel and magnetic coils, and by incorporating internal cooling channels, acts as manifold for the Plasma-Facing Components (PFCs).

What progress has been made in 2025?

In 2025, both contractors of the Divertor Cassette Body CB Series under contracts OMF-444-01-01 and OMF-444-03-01 continued the manufacturing activities. Factory Acceptance Tests (Hydraulic Pressure Test, Hot Helium Leak Test, Functional Test of the knuckle and Final Dimensional Inspections) have been performed for the first CBS.

Concerning the contract OPE-1112 of Ancillary Items used for the assembly of PFCs to the Cassette Bodies (Divertor Cassette Integration), Pins, Sleeves and Links of the CB Series, the manufacturing progressed in 2025. With respect to the new contract OPE-1700 for additional 15 CBs signed in December 2024, engineering activities for Diagnostic Cassette Bodies were completed in 2025 whereas first forgings were delivered at the Supplier premises.

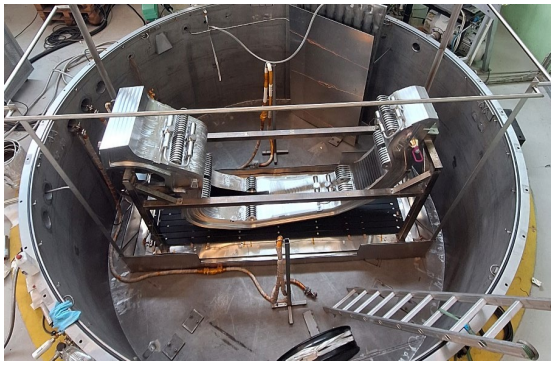


Figure 13: Hot Helium Leak Testing of the 1st CBS manufactured by SIMIC

Figure 14: CBS structures under fabrication at Walter Tosto premises

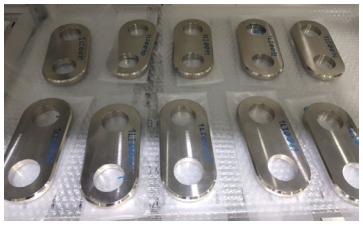


Figure 15: Pins

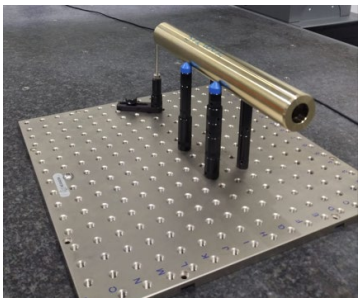


Figure 16: Links

Figure 17: Sleeves

What is next for the Divertor Cassette Body Series?

In 2026, the Factory Acceptances Tests of the four CB series of the contract OMF-444-01-01 should be achieved. The first batch of pins, sleeves and links should also be ready for shipment to the integration site located in China and the procurement of materials for last batch of pins, sleeves and links should be completed as well. It is also expected that manufacturing activities of the first batch of CBS of the contract OPE-1700 start during first quarter of 2026.

Inner Vertical Target Project

The Inner Vertical Target (IVTs) in their lower part, intercept the magnetic field lines, and remove the heat load coming from plasma via conduction and convection during the normal and transient operations as well as during the off-normal events. The upper part of the IVTs provides a baffle for neutral particles.

What progress has been made in 2025?

In 2025, the IVT Series manufacturing activities related to the specific contract F4E-OMF-1139-01-01 (Scope of 13 IVT series at Research Instrument) continued while manufacturing design was under development for the specific contract F4E-OMF-1139-01-02 (Scope of 13 IVT series at Alsymex). The High Heat Flux testing (HHF) facility at Centrum Vyzkumu Rez (CVR) supplier located in Czech Republic was upgraded and qualified for the Inner Vertical Target and Outer Vertical Target. Moreover, the HHF of the first Plasma Facing Unit (PFUt) of the IVT series of contract F4E-OMF-1139-01-01 was successfully tested. In parallel, the reopening of Competition 1 for the procurement of additional 15 IVT series under the framework contract F4E-OMF-1139 together was launched in 2025.

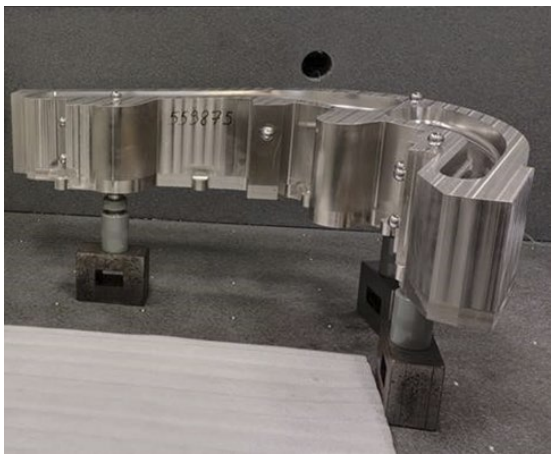


Figure 18: Stainless-Steel Structure at RI/DPI

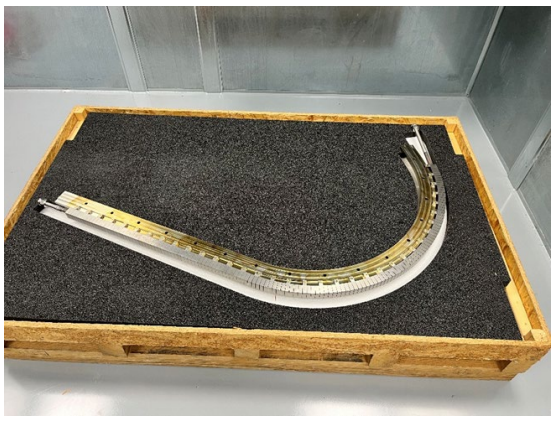


Figure 19: First Plasma facing Unit successfully tested

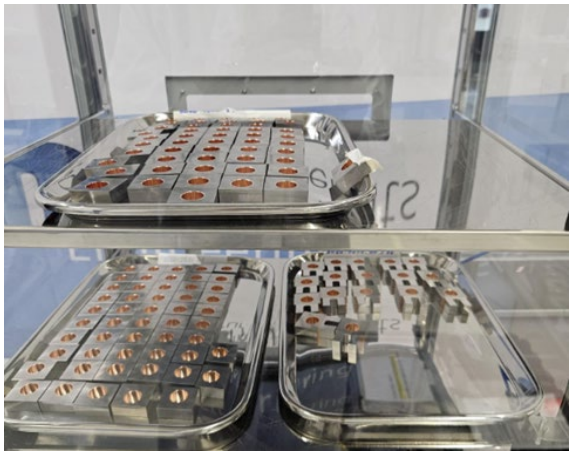


Figure 20: W monoblocks - RI

Divertor Rails Project

After the Iter Council IC-37, the scope of the Divertor rails was officially transferred to ITER Organisation (IO).

1.4 In Vessel Assembly Tooling

In July 2025, as part of the F4E reorganisation, the activities covered by the Remote Handling Procurement Arrangement (PA) were split into two separate programmes.

The first one, called the **In Vessel Assembly and Tooling Programme (IATP)**, focuses on providing the machines and tools needed to install ITER components for the Start of Research Operations (SRO). These assembly machines are designed to be operated by humans working close to the equipment, which makes them simpler to operate and control than fully remote machines.

The second programme, which keeps the name **Remote Handling Nuclear Programme**, will cover the machines used later, when ITER enters its nuclear operation phase.

As a result, some Remote Handling activities in the 2025 Work Programme were carried out under the two separate programmes and are reported accordingly.

The split aims to prioritise resources for critical ITER construction needs and deliver key machines on schedule. These machines will be integrated and tested at a dedicated ITER test facility (building 56), with F4E playing a lead role not only on design and procurement, also in the Site Acceptance Tests (SAT) before their final use in ITER.

Divertor Assembly Tools (DAT) Project

The **Divertor Assembly Tools (DAT)** project is about **developing the machines needed to install the ITER divertor components inside the reactor** safely and accurately.

The divertor is a critical internal component of ITER. Its parts are **very heavy and located inside the vacuum vessel**, where direct human operation will be still feasible in SRO. DAT provides the **specialised tools that move and position these components during assembly phases**

DAT focuses on **designing and preparing two main machines** that work together:

- The **Cassette Multifunctional Mover (CMM)**: This machine moves divertor cassettes into the vessel through the lower ports and handles their positioning. The mover includes the transportation stillage which allows to bring the whole assembly from the Port Cell to the connection area in front the VV lower port extension
- The **Cassette Toroidal Mover (CTM)**: This machine moves the cassettes sideways inside the vessel so that all divertor positions can be reached.

Design effort is focused on the above machines to transport and install the 54 divertor cassettes inside the ITER vacuum vessel through the three remote handling lower ports. Task Order under OMF-1609 will cover final design, manufacturing, testing and delivery at the ITER test facility (Building 56) where the final integrated SAT will take place to validate the whole installation process.

The focus was given to develop the Design activities via two main projects that will run in parallel: one for the Cassette Multifunctional Mover (CMM) in figure 20 and 21. And the other one for the Cassette Toroidal Mover (CTM) shown in Figure 22 and 23. These machines will be able to provide the transportation and installation functionalities for the 54 Divertor Cassettes Assemblies inside the ITER Vacuum Vessel through the three remote handling lower ports.

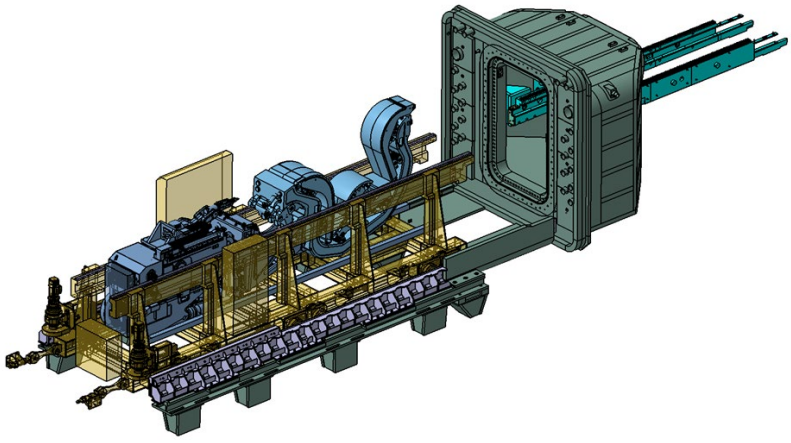


Figure 21: Conceptual design of the CMM with a transportation stillage that transports the Divertor Cassette from the port cell to the final position inside the VV from the port cell rails to the radial rails in the VV port extension.

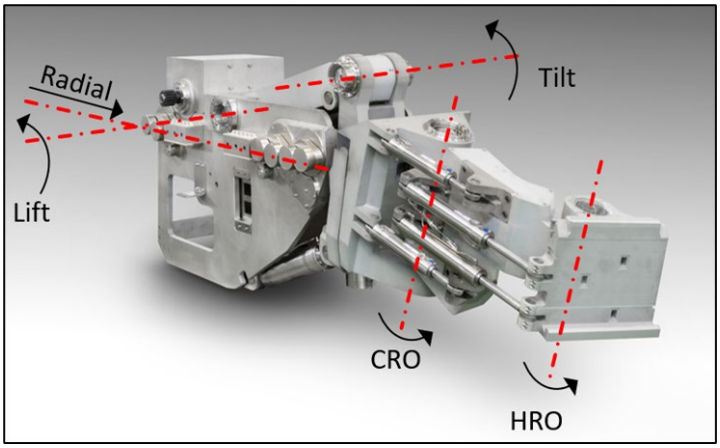


Figure 22: 3D model of the CMM with the end effector and the representation of the 5 dof (degrees of freedom) that the machine could perform to provide the functionality to install radially the Divertor CA.

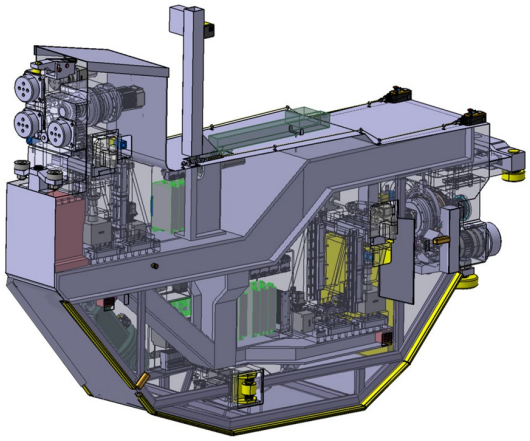


Figure 23: Current design status of the Electrical CTM (Cassette Toroidal Mover)

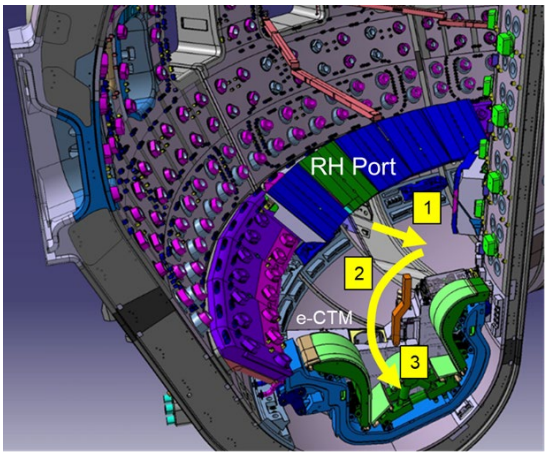


Figure 24: Toroidal transportation of the Cassette to its final position through the in vessel toroidal rails

Final design activities will be accompanied with prototyping and validation tests in workshops once a contract will be placed with industry.

For both projects and the complementary activities, specific contracts will be launched through in vessel Assembly contracts (Task Order under OMF-1609) and Engineering Unit framework contracts. Those specific contracts are mainly planned to be signed for final design, manufacturing and testing those assembly machines for the divertor installation.

Final integration of the two machines is expected to be developed in a Test facility at ITER site (Extension B56) under ITER Organisation (IO) contractual framework.

Cask and Plug Assembly Tooling (C&P AT)

The **Cask and Plug Assembly Tooling (C&P AT)** project provides the **special machines needed to assemble, move and position large ITER components**, such as **port plugs**, during the machine assembly phase.

C&P AT ensures that:

- very large and heavy components can be **handled safely**,
- assembly activities follow the **ITER construction schedule**, and
- installation can be tested and validated before real use.

Without these tools, many ITER assembly operations would not be possible.

Work progressed along two parallel lines: assembly casks for first plasma and nuclear grade cask variants. Priority was given to manufacturing the Upper (UPP) and Equatorial Port Plug (EPP) assembly machines for Start of Research Operations (SRO). Manufacturing Readiness Reviews (MRR) with contractor Ansaldo Nucleare Spa were completed in early 2025, with EPP tooling manufacturing well advanced and preparations underway for UPP production by the end of 2025.

In parallel, Ansaldo’s sub-contractor manufactured and tested the Cask Transportation System (CTS) to transport loaded assembly tools from the Assembly Hall to the Tokamak Building, supporting heavy component handling during ITER assembly. This CTS can carry a payload of up to 80 tones and has the potential to be used for other heavy transportation needs during the ITER assembly phase

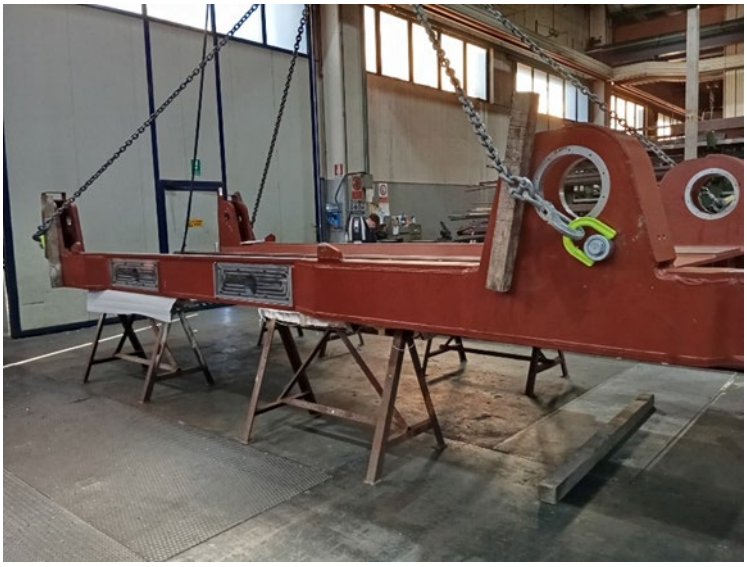


Figure 25: Chassis of the EPP installation tool in manufacture

Figure 26: CTS under final assembly prior to initial testing with the Ansaldo sub-contractor

1.5 Remote Handling

Divertor Remote Handling System (DRHS)

The **Divertor Remote Handling System (DRHS)** is a robotic system designed to safely **replace some divertor cassettes inside the ITER reactor**. Each cassette weighs around **9 tonnes**, and once ITER is operating, they cannot be handled by people due to radiation. All operations must therefore be carried out **remotely**, with a very high level of precision.

The system relies on **two compact robotic devices**, each with a distinct role. The **Cassette Multifunctional Mover (CMM)** enters the reactor through **three dedicated remote handling ports**. It replaces the first divertor cassette located at the entry point, as well as the **two neighbouring cassettes on either side**. The CMM also transports the second device, the **Cassette Toroidal Mover (CTM)**, into the vessel.

Once inside, the **CTM moves around the inside of the reactor**, removing the remaining divertor cassettes positioned further along the circular (toroidal) direction — **seven on one side and eight on the other** of the entry port. Each cassette is then passed back to the CMM, which transfers it out of the reactor for maintenance or replacement. Working together, the two machines allow the full set of divertor cassettes to be exchanged **safely, remotely and efficiently**.

In **2025**, several important **contractual and design milestones** were reached. A major **framework contract (OMF1609)** was signed for the design and manufacturing of remote handling systems and assembly tools, involving a broad European industrial consortium including **De Pretto Industrie, Asturféito, Tekniker, Ansaldo Nucleare, Dal Ben, Aritex Cading, AVS Added Value Industrial Engineering and Esteyco**. In parallel, the **final design contract for the CMM**, led by **Ansaldo Nucleare**, was successfully completed.

Significant progress was also achieved in **configuration management**. The full implementation of **PCR1132** confirmed the applicability of the updated **SRD2302 requirements** and enabled the **rebaselining of Procurement Arrangement 2.3.P2**, providing a stable reference for the next project phases.

In addition, a **new contract** was launched for the **customisation and testing of the DRHS robotic manipulator arm and its pin tool**, further strengthening the system’s readiness for future ITER operations.

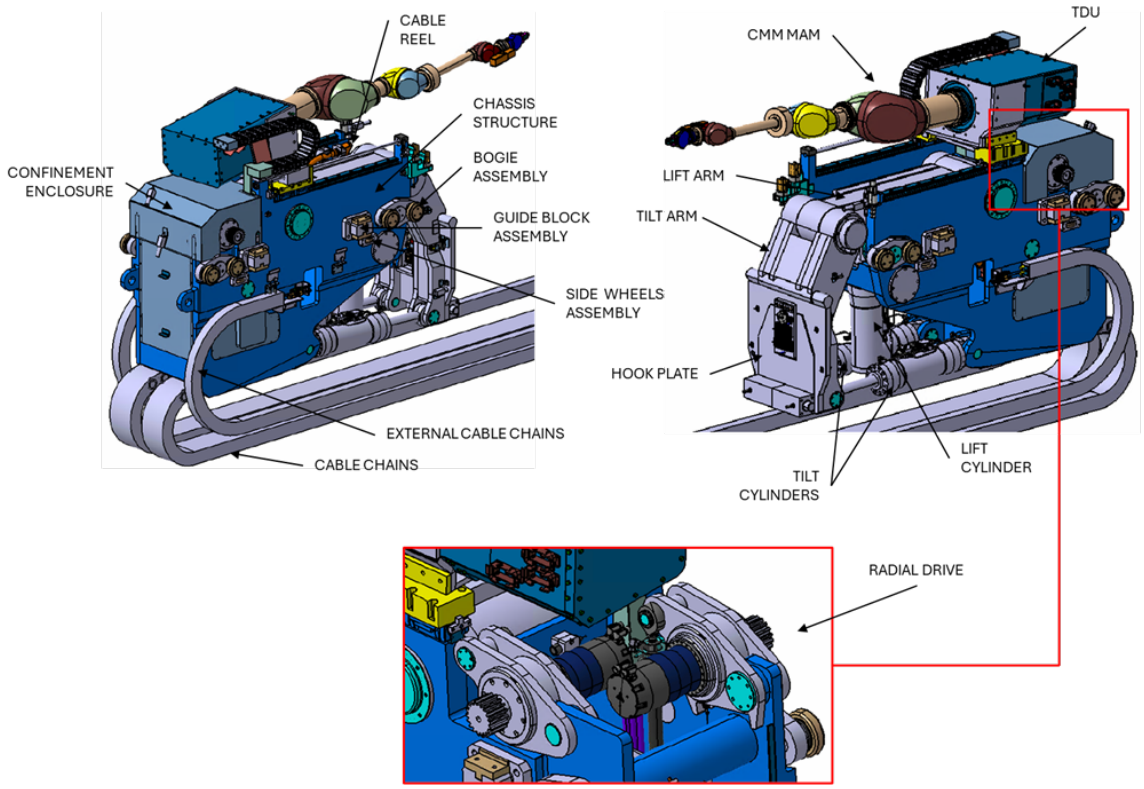


Figure 27: The DRHS Cassette Multifunctional Mover

Cask and Plug Remote Handling System (CPRHS)

The **Cask and Plug Remote Handling System (CPRHS)** is a fleet of **15 specialised transport casks**, designed in different sizes and configurations to meet ITER's maintenance needs. These casks move autonomously between the **tokamak building and the Hot Cell facility**, transporting both **Remote Handling equipment**—such as the **In-Vessel Viewing System (IVVS)**, the **Divertor Remote Handling System (DRHS)** and the **Neutral Beam Remote Handling System (NBRHS)**—as well as large ITER components including **blanket modules, divertor cassettes and port plugs**.

Each Cask can **dock precisely** either to ports on the ITER vacuum vessel or to dedicated **Hot Cell docking stations**, allowing heavy components and robotic tools to be transferred safely between the reactor and the maintenance facilities, without human intervention in radioactive areas.

In **2025**, an important design milestone was achieved. The **hold-point of the intermediate preliminary design**, carried out by **CNIM**, was successfully released for both the **Equatorial Port Plug (EPP)** and the **Upper Port Plug (UPP)** cask variants. This confirmed the maturity of these designs and allowed the project to progress to the next development phase.

In parallel, the updated **preliminary design of the captive components of the Cask Docking Station**, based upon the current assembly needs, was completed through internal engineering

activities. This work culminated in a **successful Preliminary Design Review**, validating the technical solutions and confirming their readiness to move to final design.

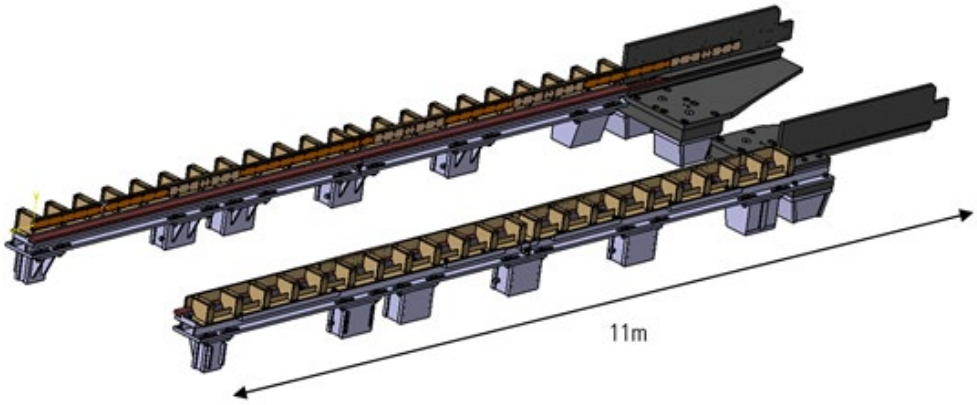


Figure 28: The Cask Docking Station for the UPP configured for support of Port Cell Equipment during ITER plasma operations

Neutral Beam Remote Handling System (NBRHS)

The **Neutral Beam (NB) cell** is one of the most complex and confined areas of the ITER facility. Located at the **equatorial level of the vacuum vessel** and extending up to the upper floor, it houses **three large heating neutral beam injectors** and **one diagnostic injector**, all of which are essential for heating and monitoring the plasma.

Because of the restricted space and the future radiation environment, all maintenance in the NB cell must be carried out remotely. The main remote handling tool in this area is the **Maintenance Crane System (MCS)** — a **40-tonne robotic crane** designed to handle very heavy components with high precision. The crane moves along a **complex rail network**, including switching points that allow it to change direction and access different rail branches to reach all components within the cell.

During **2025**, work focused on the key remote handling systems supporting maintenance in the NB cell. These included the **Maintenance Crane System (MCS)** itself, the **Top Lid Opening Mechanism (TLOM)**—used to handle the **rectangular top lid of the neutral beam injectors**, weighing around **20 tonnes** and measuring approximately **3 × 9 metres**—and the **Beam Line Transporter (BLT)**, which performs maintenance tasks directly on the neutral beam injectors.

Preliminary design activities for the **Top Lid Opening Mechanism** were initiated using **internal engineering resources**, with additional support from **ESTEYCO SA**. In parallel, **ESTEYCO SA** completed the **mechanical design and structural analysis** of the captive components of the **Beam Line Transporter**, confirming their suitability for operation in the demanding NB cell environment.

For the **Maintenance Crane System**, **REEL SAS** advanced the **final design** of key elements, including the **railway system, trolley, lifting adaptors, and instrumentation and control architecture**. This work was supported by intermediate design reviews and by the definition of the **CE marking strategy**, ensuring compliance with applicable safety and regulatory requirements.

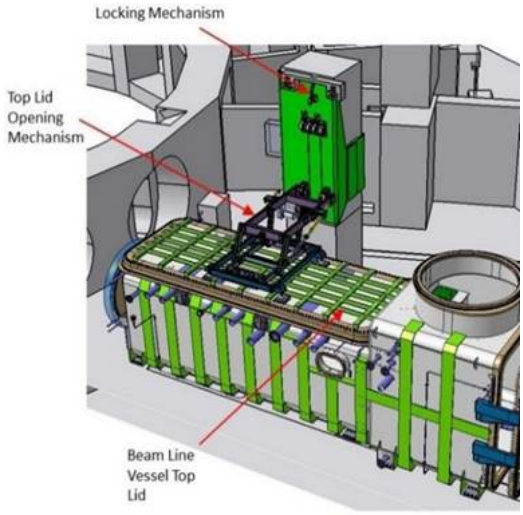


Figure 29: The Top Lid Opening Mechanism

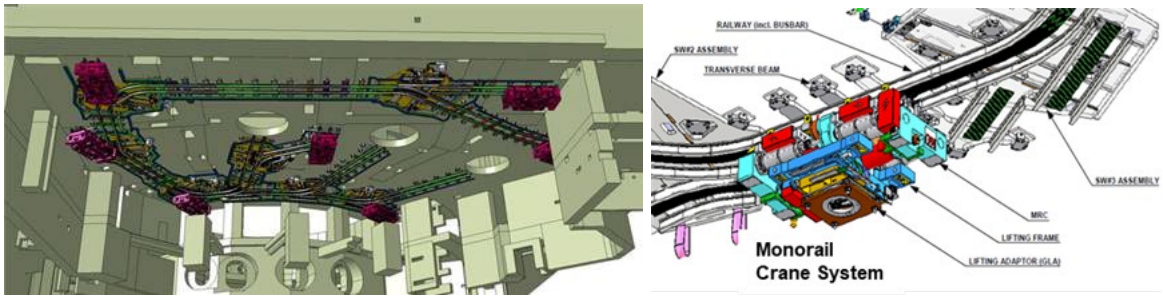


Figure 30: The Maintenance Crane System trolley and railway

In-vessel Viewing System (IVVS)

The **In-Vessel Viewing System (IVVS)** consists of **six identical units** designed to **inspect the inside of the ITER vacuum vessel between nuclear pulses**. Their role is to check whether the surfaces facing the plasma remain in an acceptable condition, by monitoring **damage and material erosion**, before ITER operations can safely continue.

With the engineering expertise of **BERTIN TECHNOLOGIES**, work has focused on bringing the system designs to maturity. Significant efforts were devoted to completing the **final designs of the IVVS Confinement System (CONF)**, which ensures vacuum containment and safety, and the **Measurement System (MS)**, which performs the in-vessel inspections and assessments. In parallel, good progress was made towards completing the **final design of the IVVS Deployment System (DS)**, which positions and retrieves the inspection equipment.

As part of this work, a **radiation-hard vacuum-compatible cable loom prototype** was manufactured and tested to validate the cable management system design and confirm its suitability for operation in ITER's harsh environment. In addition, the **technical design review of the Confinement System** was formally launched, marking an important step towards final validation.

At the same time, the IVVS team provided **proactive engineering support** to help resolve **Vacuum Vessel non-conformities** affecting **Sectors 06, 07, 01 and 04**. These issues were related to IVVS interface stubs being outside their specified tolerances, and their resolution was essential to ensure proper integration of the inspection system into the vessel.

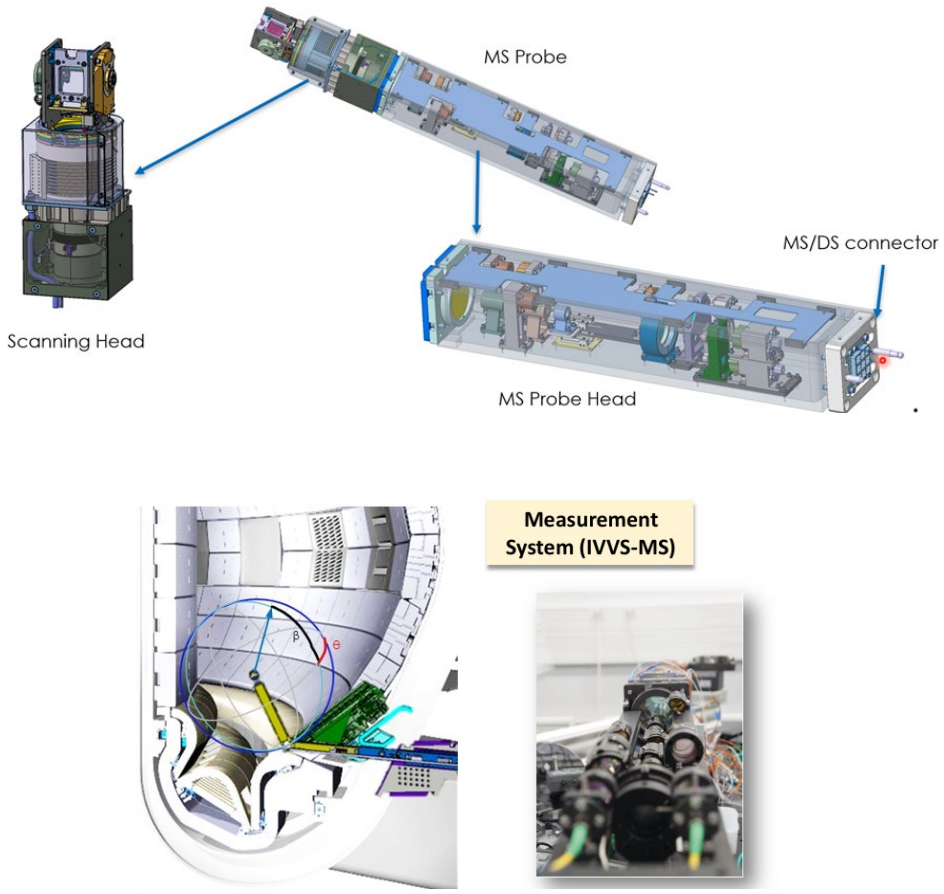


Figure 31: IVVS Measurement System final design

Common Activities on RH Control System and Rad-Hard technologies

In **2025**, the **Remote Handling Control System (RHCS)** reached an important milestone with the **successful integration and validation of its software portfolio** at the **VTT Divertor Test Platform 2 (DTP2)** in **Tampere, Finland**. The software, developed by **GTD Science, Infrastructure & Robotics**, brings together all the digital tools needed to control and coordinate ITER's remote handling robots during complex maintenance operations.

The validated system includes **water hydraulics digital valves**, an **operation management system**, **command and control functions**, **virtual reality interfaces**, **3D machine vision capabilities**, and the **GENROBOT controller**. These technologies were successfully demonstrated during **divertor cassette replacement operations**, proving their ability to work together in realistic, full-scale conditions.

In parallel, strong progress was made on **radiation hard components**, which are essential for reliable operation inside ITER's harsh nuclear environment. **MAGICS Technologies NV** successfully completed the **functional verification of a 1 MGy radiation hard colour camera prototype**, confirming its ability to operate under extreme radiation levels. In addition, development and testing advanced for the **1 MGy radiation hard multiplexing system**, including **remote I/O modules and their controller**, further strengthening the robustness of the overall control architecture.

Together, these achievements mark a significant step towards a **fully integrated, reliable and radiation tolerant control system**, ready to support ITER's remote handling operations during future maintenance campaigns.

Figure 32: RH Control Room at DTP2

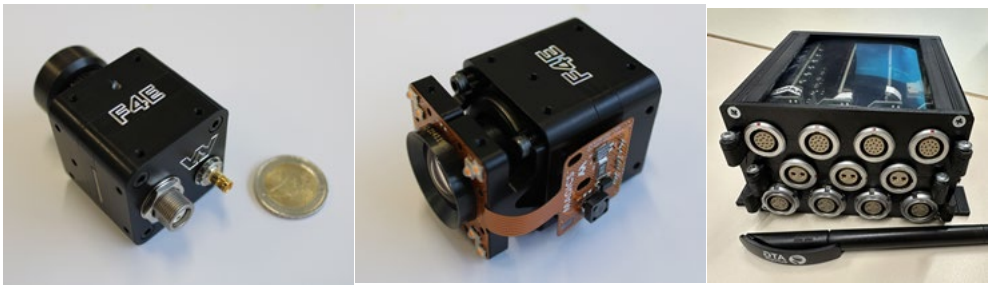


Figure 33: 1MGy Rad-Hard camera and multiplexing remote I/O module

1.6 Cryoplant & Fuel Cycle

Cryoplant

The **Liquid Nitrogen (LN_2) Plant** is a cornerstone of ITER's **cryogenic infrastructure**. It provides the cooling needed to operate the **80 kelvin thermal shields**, supports **helium purification**, enables the **regeneration of cryopumps**, and supplies **nitrogen in both liquid and gaseous form** to many systems across the ITER site. Together, **LN_2 Plant 1 and LN_2 Plant 2** deliver stable, reliable and high-capacity cooling, forming the **backbone of ITER's cryogenic supply chain**.

In **2025**, a key programme objective was to advance commissioning activities towards the completion of the **Operational Acceptance Tests (OAT)** for both LN_2 plants. These tests confirm that all subsystems - including **cold boxes, compressors, utilities and control interfaces** - can operate **safely, continuously and fully in line with ITER's performance requirements**.

With **Cold Box 1 ready for operation**, recovery compressor tests successfully completed, and acceptance activities progressing on schedule, the programme is moving steadily towards **full OAT validation** for both LN_2 plants. Commissioning of the **Gaseous Nitrogen Generator** also started, and during 2025 the LN_2 plant began **supplying and recovering nitrogen for ITER users**, marking an important transition from construction to operational support.

Figure 34: Exterior view of the ITER cryoplant, with the liquid nitrogen tank towering over the large facility. April 2025. ©F4E

Vacuum Systems

In parallel, the **Front End Cryopump Distribution System** continued to make strong progress, achieving several major milestones in 2025. This system is essential for **transferring cooling power to ITER's cryopumps**, thereby supporting **stable vacuum conditions** throughout the machine.

A major highlight of the year was the successful **delivery of the Neutral Beam Cold Valve Boxes**, representing a symbolic milestone with **all cold valve boxes now delivered to ITER**. In addition, the **Final Acceptance Test of the Neutral Beam cryolines** was started, marking the delivery of the **last components** under this procurement arrangement.

Asked the contractor, Research Instruments (RI), on the collaboration in this project with the F4E team, they stated the following:

'We are happy to have finished the manufacturing and testing of the NB valve boxes, which are even larger and more complex than the 8 torus and cryostat valve boxes we delivered two years ago. We are thankful to our partner Cryoword for their excellent support and to F4E for their valuable collaboration. Such success is only possible when all parties are committed to highest quality and trustful cooperation.

"In particular we would like to express your special thanks to Josep Benet and Luis Mora from the Cryoplant and Fuel Cycle project team as well as Laura Hoestlandt from the Project Control, Supply Chain & Finance Department at F4E for their collaborative and strong solution-driven approach along all the activities we had in the project."

At the same time, Europe completed its **in kind supply of the Torus and Cryostat Cryopumps**, which are key elements of ITER's **high performance vacuum system**. These cryopumps — classified as **PIC 1 and VCQ 1** due to their stringent nuclear and safety requirements — progressed through their manufacturing and integration phases under a particularly tight schedule reinforcing the readiness of the overall vacuum infrastructure.

The **Neutral Beam Cryopumps programme** also marked decisive progress towards ITER's high-performance vacuum capability. Work focused on finalising the **ITER Organization's Final Design**, supported by a close and effective collaboration with the ITER Organization. This cooperation included active participation in the **commissioning tests of the MITICA cryopump** at the Neutral Beam Test Facility.

Significant progress was also achieved on **Leak Detection systems**, which are essential for identifying potential leaks in the **vacuum vessel, cryostat and neutral beam equipment**. In 2025, the team completed the **Final Design of the Primary and Cryostat Leak Detection Systems**, confirming full technical maturity and enabling the transition towards manufacturing. Critical components were successfully qualified, validating their compliance with ITER's strict **nuclear safety and vacuum performance requirements**. With design and qualification phases completed, preparations were launched for the **Call for Tender for the Manufacturing and Assembly Contract**, marking the start of industrial procurement.

Tritium plant

In **2025**, both the **Isotope Separation System (ISS)** and the **Water Detritiation System (WDS)** reached important milestones that strengthen ITER's **long-term fuel cycle capability** and prepare the programme for the transition to largescale procurement.

For the **Isotope Separation System**, the year saw the consolidation of a **fully defined and jointly endorsed procurement strategy**, approved by the Programme Steering Meeting and validated with ITER Organization management. In parallel, technical work advanced significantly, with completion of the **Process and Safety Preliminary Design Phase**, allowing the system design to mature. This progress enabled the launch of a new **Framework Contract** to support upcoming design and qualification activities and to ensure sustained engineering support for both ISS and WDS.

The **Water Detritiation System** also made substantial progress in 2025. Its procurement strategy was formally endorsed, ensuring alignment between F4E leadership and ITER Organization counterparts and unlocking the staged procurement approach required to deliver the system.

Finally, the **Radiological and Environmental Monitoring System (REMS)** continued to advance strongly in 2025, building on optimisation efforts initiated in 2024. REMS plays a central role in ensuring **radiological protection and environmental surveillance** across the ITER site, supporting nuclear grade safety and regulatory compliance.

During the year, REMS successfully completed its **full design basis**, marking a major programme milestone and establishing a solid foundation for procurement and implementation. In parallel, preparations for the next phase were launched, including the **Task Order to mature the design** and the initiation of the **main tender for the supply of monitoring equipment**, enabling early engagement with industry ahead of manufacturing.

Figure 35: LN2 Plant compressors operational on site

Figure 36: 3 NB CVBs delivered

Figure 37: Torus cryopumps delivered to ITER

Figure 38:Torus cryopumps team

Figure 39: Control system team

Figure 40:Mitica Cryopump installation detail

1.7 Plasma Engineering & Operations

Plasma engineering is a discipline dedicated to modelling the interactions between plasma and the systems and components of fusion reactors. During the reactor design phase, it focuses on configuring the toroidal and poloidal magnetic fields, including determining the current and voltage capacities required to maintain plasma equilibrium and support the reactor's operational objectives.

During commissioning and operation, plasma engineers shift their attention to control system architectures. They develop and deploy diagnostic tools and advanced control algorithms to safely guide the plasma through the scenarios defined by plasma physicists.

Across both phases, a critical enabler is the availability of increasingly sophisticated computational tools. These simulations assess plasma stability limits, evaluate forces acting on reactor components, and predict the effects of plasma disruptions—helping to ensure safe and reliable machine operation. In 2025, plasma engineering activities focused on two main areas:

1. **Development of enhanced tools for simulating plasma–structure interactions**
2. **Simulation of ITER plasma operational scenarios using state-of-the-art integrated modelling**

The first line of activity aims to deliver improved plasma engineering tools for ITER and JT60SA, enabling high fidelity simulations of events that could potentially cause significant damage to the vacuum vessel and in-vessel components. These developments support a better understanding of plasma-induced loads and contribute to ensuring safe reactor operation.

In this context, two complementary modelling tools are being further developed and applied to ITER operational scenarios:

- **APECM** [1], a code that computes eddy currents and Lorentz forces in three-dimensional structures coupled to the dynamics of two-dimensional (axisymmetric) plasmas, with relevance for events such as Vertical Displacement Events (VDEs).
- **A newly developed code** [2] that simulates the evolving equilibrium of fully three-dimensional plasmas, extending modelling capabilities beyond axisymmetric assumptions.

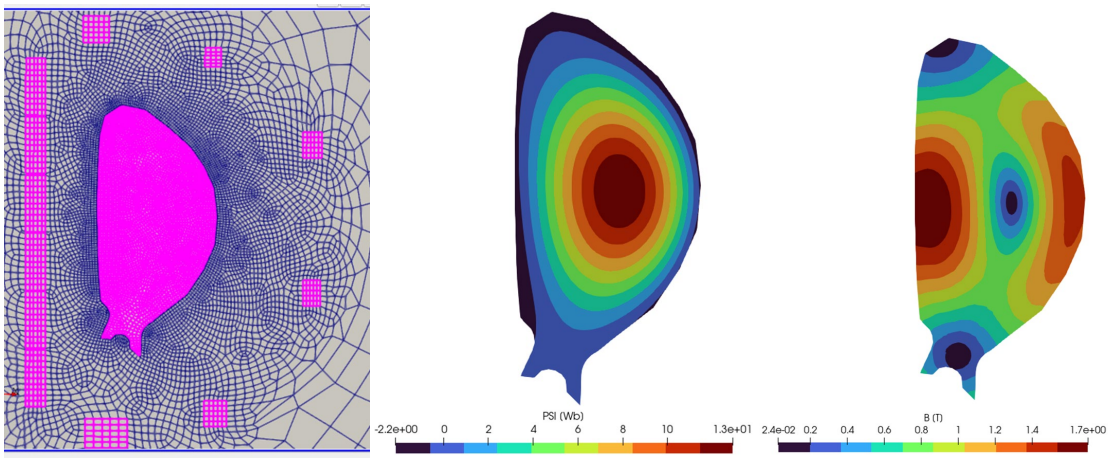


Figure 41: Simulation of an ITER plasma Vertical Displacement Event using a finite element mesh of the First Wall structure.

[1] P. Testoni and A. Portone, “Introduction and validation of the APEC code for the simulation of plasma equilibrium and evolution in the presence of 3-D passive structures,” IEEE Trans. Magn., vol. 60, no. 3, 7000604, March 2024.

[2] O. Biro, P. Testoni, A. Portone, “An Improved 3D MHD Equilibrium Formulation,” IEEE Trans. Magn., vol. 56, no. 4, 7516004, April 2020.

Figure 41 illustrates the simulation of an ITER plasma Vertical Displacement Event using a finite element mesh of the First Wall structure. The induced currents and forces resulting from the vertical instability are calculated as the plasma column moves from its centred equilibrium position towards the upper section of the First Wall. The three-dimensional vessel structure (not shown) consists of a double wall 316L(N) stainless steel design, 6 cm thick, with an electrical resistivity of 0.8 μΩ·m.

The second line of activity focuses on the study [3] of safe exit scenarios from the ITER plasma burn phase in the presence of tungsten plasma facing components, using state-of-the-art coupled core–edge modelling tools, notably JINTRAC.

In the scenarios analysed, the plasma current is ultimately reduced to 3.75 MA in L mode. The resulting change in magnetic flux at the Last Closed Flux Surface is approximately 20 V·s, remaining well within ITER design limits. The evolution of internal inductance is comparable in both cases, with slightly lower values observed in the second scenario at equivalent plasma currents.

1.8 Heating & Current Drive

Electron Cyclotron Heating (ECH) System

The **Electron Cyclotron Heating (ECH) system** is one of ITER's key tools for **starting, heating and stabilising the plasma**. It works by generating very high frequency electromagnetic waves and directing them precisely into the plasma, where they transfer energy and help control plasma behaviour.

Electricity from the grid is converted into high power radiofrequency waves by specialised devices called **gyrotrons**. These waves are guided through dedicated transmission lines and injected into the plasma using **steerable launchers**, allowing operators to target specific regions inside the reactor. The entire system is supervised by a central control system, which manages operation and protects the equipment.

In **2025**, the ECH programme made strong progress toward **ITER commissioning readiness**. Final design reviews advanced for both the **gyrotrons and the launchers**, and the **first European high voltage power supply unit** successfully completed its site acceptance testing. On the control

[3] Modelling of ITER scenarios to Assess the Application of ITER heating, fuelling and impurity seeding, Intermediate Report, F4E OPE1057 / IO ITA C19TD53FE.

side, integrated commissioning activities progressed to support the first gyrotron acceptance tests, building momentum toward initial system operation.

Electron Cyclotron Power Supplies

These systems take electricity from the grid and convert it into the very high power needed to run the plasma heating equipment. They are essential for safely powering the devices that heat and control the plasma.

A major milestone was achieved in **June 2025** with the **first energisation of the European high voltage power supply**, operating at 22 kV. This followed extensive coordination with the ITER Organization, safety authorities and the industrial supplier to meet stringent safety and regulatory requirements.

By the end of the year, commissioning and site acceptance testing were successfully completed. This confirmed the system's readiness to power ITER's gyrotrons and marked a historic achievement: it became the **first equipment connected to ITER's pulsed power electrical network**. This success represents the transition from development to operation and provides a validated reference for the remaining units.

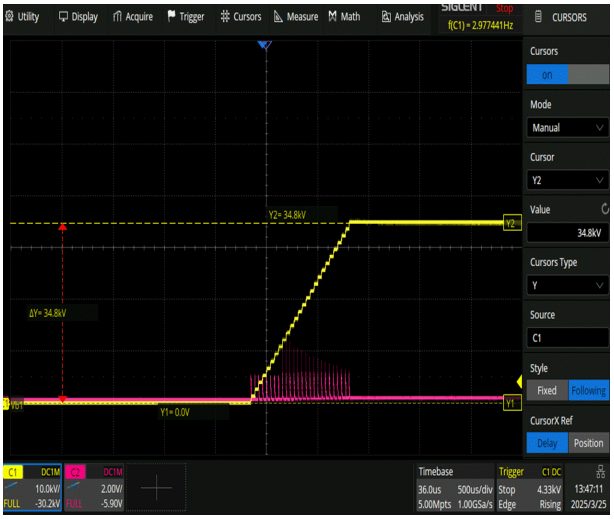


Figure 42: March 2025 High Voltage Body Power Supply (HV-BPS) Commissioning 35kV output achieved

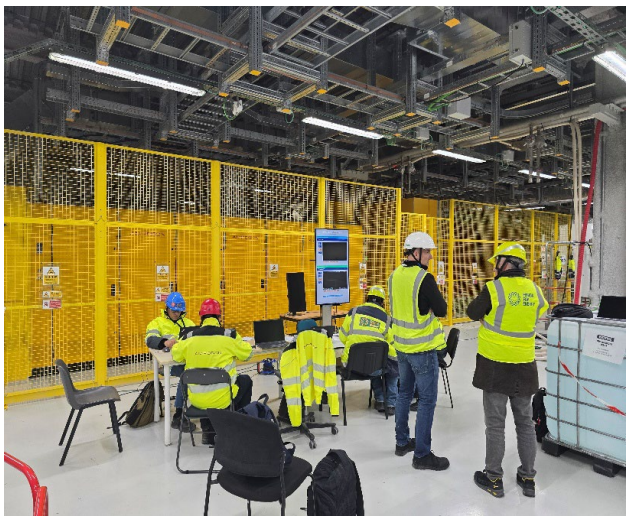


Figure 43: EC Power Supplies Unit 05 Site Acceptance Test (SAT)

Electron Cyclotron Gyrotrons

Gyrotrons are powerful microwave generators that produce the energy used to heat the plasma. They act like very high-power "heaters", delivering energy directly into the heart of the plasma.

In **2025**, the **Final Design Review** **(FDR)** for the ITER gyrotrons and their control system was successfully completed. The first half of the year focused on finalising design documentation, followed by the closure of review actions and the reduction of first-of-a-kind risks.

This work confirmed the **robustness of the gyrotron design** and positioned Europe's contribution to move confidently into the **manufacturing and industrial execution phase**.

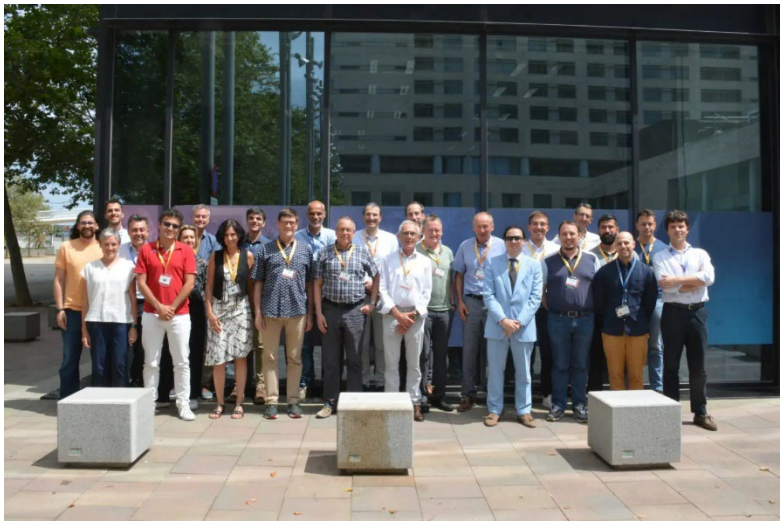


Figure 44: EU Gyrotrons FDR meeting participants at F4E Barcelona, July 2025

Figure 45: New magnet by Cryomagnetics and DTT pre-series gyrotron at FALCON September 2025

Electron Cyclotron Launchers

Launchers guide and aim the microwaves produced by the gyrotrons into the plasma. They allow the energy to be precisely directed to where it is most effective.

The **Electron Cyclotron Launcher** project also advanced significantly toward manufacturing readiness. The **Final Design Review** was held in July 2025, and by September clear action plans were agreed to close all remaining design issues for both the **Upper Launchers** and the **external waveguide systems**.

Key validation activities progressed in parallel, including the manufacturing and testing of qualification prototypes and the launch of long lead procurements. Manufacturing and assembly contracts were signed, securing the industrial supply chain. Overall, the project formally entered its final design phase, establishing a solid and reliable path toward production.

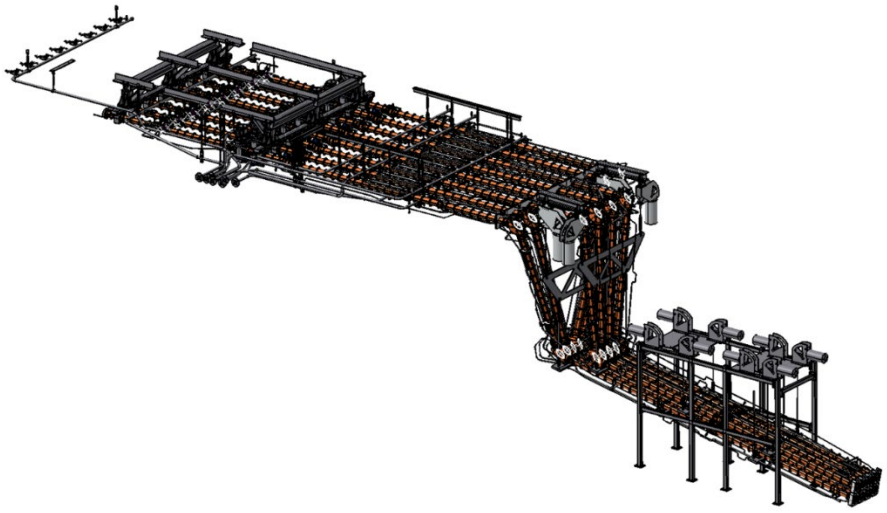


Figure 46: General layout of the Ex-vessel Waveguides System Upper Ports with Research Instruments (IDAL consortium)

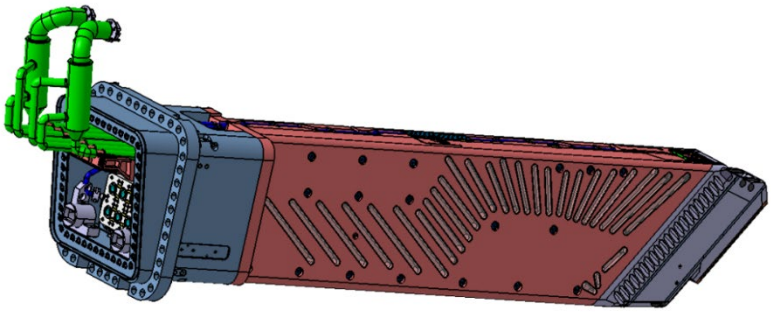


Figure 47: EC Launchers CAD model of Upper Launchers with IDOM and Alsymex (IDAL consortium)

Figure 48: EC Upper Launchers FDR, July 2025

Electron Cyclotron Control System

This is the “brain” of the Electron Cyclotron system, coordinating all equipment and keeping it safe. It monitors operation, manages commands and protects the system during plasma experiments

Preparations for the **integrated commissioning of the ECH control system** continued throughout 2025. Control components for the first gyrotron were successfully tested off-site and delivered to ITER, ensuring readiness for upcoming acceptance tests.

A key achievement was the **harmonisation of control interfaces across all ECH subsystems**, significantly reducing technical and operational risks. In parallel, proposals were developed to cover additional ECH scope under the updated ITER baseline, including plans for performance improvements on future gyrotrons and negotiations for additional power supply units.

Neutral Beam Heating system

The Heating Neutral Beam (HNB) system is one of the additional heating systems commonly used in the presently operating fusion devices. Its principle is based on the injection into the plasma of high-energy neutral atoms. Ions are initially produced into an ion source and then accelerated to high energies by means of an electrostatic accelerator. The ion beam emerging from the beam source (ion source + accelerator) is then neutralised via two steps: by means of a neutraliser and a residual ion dump, before being injected into the magnetically confined plasma.

Most of the HNB systems are based on the acceleration of positive ions, which is efficient up to energies of about 100keV. In ITER there is a need to reach much higher energies, in the range of 1MeV, which requires the use of negative ion beams.

Neutral Beam Test Facility - Padua:

This facility is used to test and validate neutral beam components before they are installed at ITER. It ensures the equipment works safely and reliably under real operating conditions.

Activities at the Test Facility were mainly related to the continuation of factory assembly for the final two deliveries of MITICA within the F4E scope, namely the Beam Source and the Calorimeter. For the former, a technical issue caused delays during the testing of the hydraulic circuits. This was subsequently resolved and by the end of 2025 a fully leak-tight ion source was achieved, ready to be assembled with the accelerator to proceed with factory acceptance tests. For the Calorimeter, a technical issue required the design and installation of additional panel supports, a process that began in 2025.

At the Test Facility, the two large cryopump panels were installed and connected to the cryoplant, enabling vacuum and pumping tests. This represents a significant achievement in verifying component performance and paves the way for the manufacturing of the HNB cryopumps.

Finally, the MITICA interlock system was delivered, installed, and successfully tested at the NBTF.

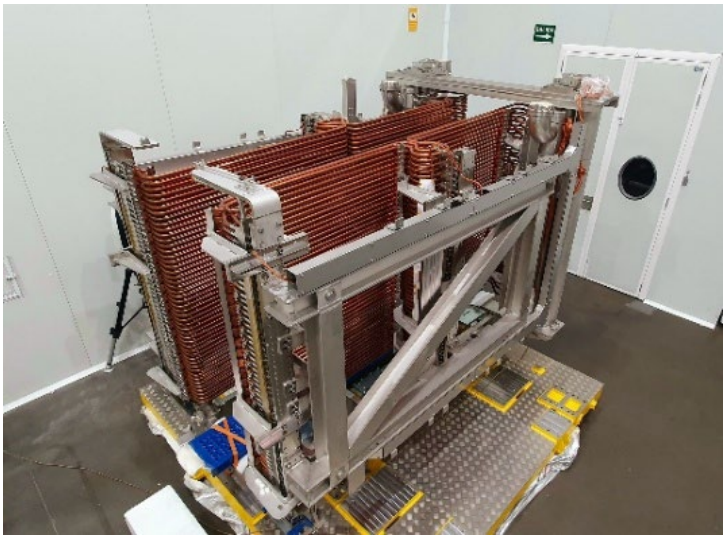


Figure 49: The Calorimeter during the factory assembly

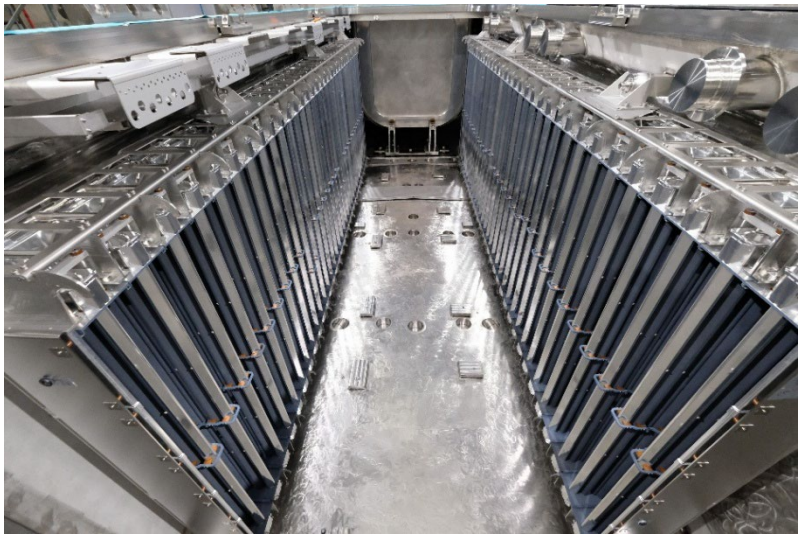


Figure 50: The cryogenic pump during installation at MITICA

Neutral Beam for ITER - Cadarache

This covers the procurement, installation and integration of the neutral beam systems at the ITER site. It prepares the equipment to operate together inside ITER and support future plasma operation.

Activities related to the Heating Neutral Beam in 2025 focused on progress in both component manufacturing and design, as well as on the continued definition of the complex assembly activities to be carried out in the Neutral Beam Cell. The main achievements are outlined below.

Regarding power supplies, the second European high-voltage bushing was tested and delivered in Q3 2025, marking an important milestone towards installation at the ITER site. The two European HV decks had already been delivered in the first half of 2025, together with the first European high-voltage bushing. In addition, all Acceleration Grids power supply components were delivered in 2025, including the transformers, which were installed directly in their final positions in the transformer bays.

Regarding the first mechanical components to be assembled in the NB Cell, F4E signed in 2025 the contract for the supply of two drift ducts, large bellows connecting the neutral beam vacuum vessels to the tokamak vessel. Furthermore, the call for tender for the magnetic shields, consisting of a series of panels made of iron and with a total weight exceeding 1,000 tons and of active correction coils, was also launched.

Concerning components required in the later stages of assembly, feasibility studies for the Absolute Valve were carried out based on alternative designs, involving both European and non-European companies, in collaboration with the ITER Organization.

Finally, progress was made in the design of the assembly tooling required for the mechanical integration of components in the NB Cell. This led to a revised assembly scheme, including the introduction of a dedicated gantry crane.

Figure 51: AGPS-CS transformers positioned in B34 (outdoors)

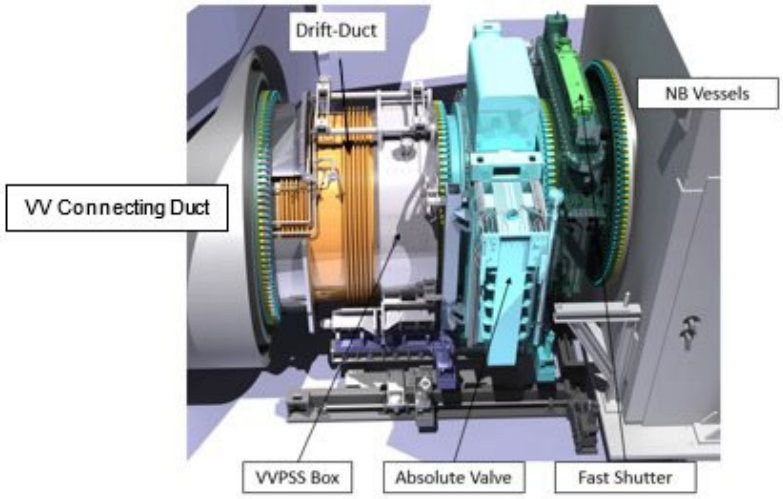


Figure 52: CAD view of the Drift Duct

Ion Cyclotron Antenna

No actions were foreseen in the Work Programme 2025. Following agreement between F4E and IO, the IC antenna procurement scope was transferred through a Level-0 PCR (#1271) from the original share of F4E, without contractual impact, since the PA had not yet been signed.

1.9 Diagnostics

Diagnostics are the "eyes and ears" of a fusion reactor. They are a set of instruments that **measure what is happening inside the reactor**, where humans cannot see or access once it is operating.

In a fusion reactor like ITER, diagnostics are used to:

- **Monitor the plasma**: measure its temperature, density, position and shape, which is essential to keep the plasma stable and under control.
- **Measure fusion performance**: determine how much fusion power is produced by tracking neutrons and other fusion products.
- **Protect the machine**: detect overheating, excessive radiation or abnormal conditions that could damage reactor components.
- **Support safe operation**: provide real-time information that allows operators and control systems to adjust heating, magnets and fuel.

- **Improve understanding**: collect data that helps scientists better understand plasma behaviour and prepare future fusion power plants.

2025 was a strong year for the Diagnostics Programme, marked by major progress in procurement, manufacturing readiness and delivery of key systems to ITER.

Two major procurement milestones were reached in 2025.

First, **Framework Contract OMF-1244** was signed for the manufacturing of diagnostics components. This new contract complements the existing framework (OMF-1126) and significantly expands the pool of qualified suppliers available to deliver diagnostics equipment for ITER. At the same time, the **first task order under this new framework**, covering the manufacturing of **Radial Neutron Cameras**, was launched.

Second, **a Call for Expression of Interest** was issued for a new framework contract that will cover the **manufacture and testing of six Diagnostics Ports** under F4E's responsibility, representing an important step towards largescale industrialisation.

In parallel, F4E successfully **completed its commitments under three Procurement Arrangements**, covering:

- Magnetics sensors
- Magnetics electronics and software
- Invessel support systems

In addition, manufacturing contracts were signed for several key diagnostic systems, including:

- **Radial Neutron Cameras – Gamma Spectrometer**
- **Collective Thomson Scattering (CTS) – Front-end**
- **Equatorial Visible / Infrared WideAngle Viewing System (WAVS)**

Despite this progress, the Diagnostics Programme continues to face challenges, notably the **difficulty of freezing design requirements and interfaces** with other ITER systems, and **constraints in the supply chain** for certain specialised components, such as mineral insulated cables, where supplier availability is limited.

In the words of one F4E's industrial partner, AVS, "*We highly value the constructive collaboration with the WAVS Diagnostic team at F4E, which has been key to addressing the project's complexity. Although significant challenges remain, we are steadily building a stronger spirit of teamwork as we address the constraints imposed by nature. The team's mindset is clear: "Let's make the in-vessel WAVS a reality," which is essential for achieving the project's goals*'.

Magnetics sensors, electronics and software

These systems measure the magnetic fields that hold and shape the plasma inside the reactor. They tell operators where the plasma is and help keep it stable and safely positioned.

In December 2025, the **Site Acceptance Test of the diamagnetic coils** was successfully completed at the ITER site. The **site acceptance of the magnetics electronics and software** was also achieved.

With these milestones, **F4E completed its full scope of obligations** under the Magnetic Diagnostics Procurement Arrangements, marking the successful delivery of this essential diagnostic capability.

Figure 53: AG coils SAT at ITER site December 2025

Bolometers

Bolometers measure how much heat and radiation the plasma releases inside the reactor. They help protect the machine by detecting excessive power loads on reactor components.

In 2025, irradiation tests of **prototype bolometer sensors** were completed in Belgium, validating both the sensor design and the manufacturing specifications.

Final Design Reviews were also successfully held for the **bolometer sensors** and the **cameras mounted in the vacuum vessel and divertor**, enabling the transition towards manufacturing. In addition, a contract was signed for the **design support, manufacturing and testing of dedicated bolometer electronics**.

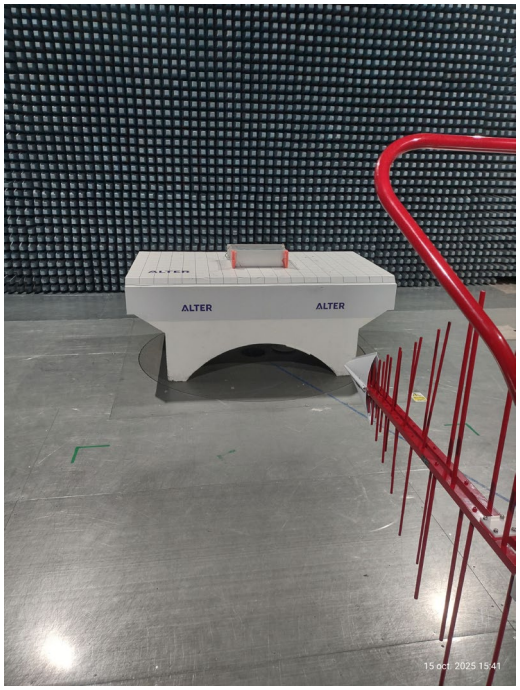


Figure 54: Test setup of Bolometer electronics in a semi-anechoic chamber

Diagnostic Pressure Gauges

These instruments measure the pressure of gases inside the reactor and its exhaust systems. They help ensure the reactor remains sealed and operates safely under vacuum conditions.

A task order was signed for the **manufacturing of hardware for the Diagnostic Pressure Gauges instrumentation and control system**.

This scope includes the production of electronic cabinets and the development of specialised electronics, building on designs that had already been successfully tested and approved during the Final Design Review. These components interface directly with ITER's standard control systems for real-time data processing.

Figure 55: Chassis containing the electronics that connect the pressure gauge to its power supplies and to the system that reads and records its data

Tokamak Electrical Services

This system provides power, cabling and electrical connections to diagnostic instruments inside the reactor. It ensures that diagnostics receive electricity and can safely transmit their signals to control rooms

Several important milestones were reached for tokamak electrical services in 2025. The **second stage Manufacturing Readiness Review** was closed for the in vessel electrical feedthroughs, and the **second stage Final Design Review** for in divertor electrical services was launched.

F4E also delivered **Batch 11 of the in vessel cables** and completed the delivery of the **full scope of in vessel supports**. All supports successfully passed their Site Acceptance Tests, allowing F4E to **close its obligations under this Procurement Arrangement**.

Radion Neutron Cameras – Gamma Spectrometer

These systems measure the neutrons and gamma rays produced by fusion reactions. They show how much fusion power is generated and where it comes from inside the plasma.

The **Design Integration Review** and the **Final Design Review** of the Radial Neutron Cameras system were completed in 2025. Following these reviews, the **manufacturing contract for the RNC port plug components** was signed, marking the transition from design to production.

Core-plasma Thomson Scattering

This diagnostic uses laser light to measure the temperature and density of the plasma core. It helps operators understand how hot and dense the plasma is — key for efficient fusion.

As part of ongoing design activities, the **shutter endurance test** for the Thomson Scattering system was successfully completed. This test represents an important step in preparation for the Final Design Review planned for early 2026

Collective Thomson Scattering – Front-end

This system uses microwaves to study fast particles inside the plasma. It provides insight into how energy moves inside the plasma and supports performance optimisation.

A contract was signed for the **implementation of the design for manufacturing and the production of non-critical front-end components** for the Collective Thomson Scattering system.

The selected design introduces advanced manufacturing techniques that significantly **shorten the production schedule**, in line with ITER's needs. The Manufacturing Readiness Review was completed as planned, and **manufacturing activities started in 2025**.

Figure 56: Cupper electrodeposition on launcher mirrors for CTS

Core-Plasma Charge Exchange Recombination Spectrometer

These diagnostic measures the temperature, movement and composition of plasma ions. It helps scientists understand plasma behaviour and how different particles interact.

During 2025, the **interfaces with Upper Port 03** were agreed as part of ongoing preliminary design work, providing a clear basis for the next design steps. We agreed on the interfaces with Upper Port 03 as part of the ongoing preliminary design activities.

Equatorial Visible/Infrared Wide-Angle Viewing System (WAVS)

These cameras provide wide-angle visual and thermal images of the inside of the reactor. They help monitor component temperatures and detect abnormal conditions early.

A task order was signed for the **manufacturing of the first set of WAVS components**, which will be installed in **Equatorial Port 12**, under the responsibility of the Chinese Domestic Agency.

Previously procured raw materials were delivered to the manufacturing site and successfully accepted. In addition, the **first Manufacturing Readiness Review** was completed in 2025, paving the way for the start of manufacturing in early 2026.

Figure 57: Raw material for the manufacturing of WAVS components

Port Engineering Systems

These systems provide the mechanical structures that house and support diagnostics in reactor ports. They allow many diagnostic instruments to be installed, protected and maintained safely.

A major milestone was achieved in 2025 with the **launch of the Call for Expression of Interest** for the framework contract covering the **manufacture and testing of six Diagnostics Ports** under F4E's scope.

This required overcoming two key challenges: finalising the technical baseline and interfaces and agreeing with the ITER Organization on a delivery schedule for the **Port Plug Test Facility** compatible with procurement timelines. The **close and constructive collaboration with the ITER Organization diagnostics team** was instrumental in achieving this result.

1.10 Test Blanket Module

The **Test Blanket Modules (TBMs)** are experimental systems installed in ITER to test breeding blanket technologies for future fusion power plants. F4E is responsible for two Test Blanket Systems (TBSs): the water-cooled lithium-lead system (WCLL TBS) and the helium-cooled ceramic-pebble system (HCCP TBS), the latter developed jointly with ITER Korea. Although not part of ITER's basic machine or the EU in-kind contribution, the TBSs provide a reactor-relevant platform to demonstrate tritium generation, neutron shielding and heat removal, while generating design, manufacturing, licensing and operational return of experience for future breeding blanket systems.

In **2025**, the programme remained fully on schedule, meeting all planned milestones with **100% M-SPI**. F4E and EUROfusion WP BB worked as a joint team to maximise return of experience, progress R&D and technology development, close key technology gaps and assess suitable concepts; limited resources remained the main programme risk. Preliminary Design Readiness Workshops for both TBSs were held at ITER in July 2025 to assess design maturity against expectations, with no showstopper identified.

Figure 58: PDRW Meeting at ITER July 2025

Design Activities

Design analyses and PDR documentation progressed for both TBM sets and their ancillary systems. A major update of the HCCP-TBS glovebox design in the Tritium Process Room was implemented, integrating TES, TAS and NAS components and supporting the consolidation of the preliminary design baseline.

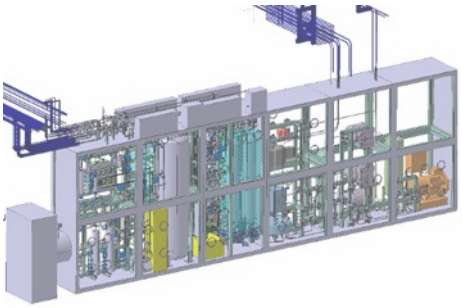


Figure 59:HCCP-TBS Glovebox in the room 14-L2-24 (TES, TAS, and NAS components are integrated inside the Glovebox)

Manufacturing and materials progress

Manufacturing development advanced through specific contracts on EUROFER97 welding technologies and fabrication methods for HCCP and WCLL TBM sets. The TBM manufacturing sequence was further elaborated, and the tender evaluation and negotiation for EUROFER97 batch #5 were completed, leading to signature of the procurement contract under a two-stage process.

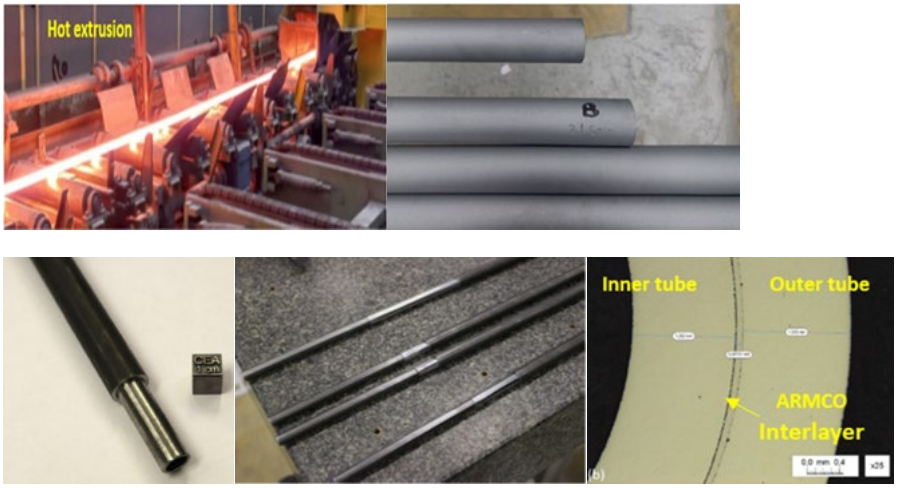


Figure 60:Manufactured EUROFER97 double-wall tubes (DWTs), including representative macrographs

EUROFER codification

The codification of EUROFER97 in the RCC-MRx design and construction code resumed after being on hold since the 2018 edition, drawing on industrial return of experience and the EUROfusion characterisation programme. A seven-year framework contract was signed in 2025, followed by the first specific contract, with the work coordinated with TBM design development, ESPN regulatory file preparation and supervision by an Authorised Body.

Safety related activities

Safety work progressed on Pressure Equipment and Nuclear Pressure Equipment requirements, including nuclear level evaluation, review of the draft Nuclear Particular Material Appraisal for EUROFER plates, and PE/NPE classification of the TBM set and sub-systems. Safety demonstration and analysis activities reached important milestones towards a robust safety case, with F4E actively contributing to the integrated technical team on Test Blanket System Safety Demonstration.

Research and development

EUROfusion R&D progressed across system modelling, technology development, safety and material characterisation. Work included MHD modelling and validation campaigns, tritium transport modelling for inventory and permeation assessment, ionisation chamber characterisation at KIT/TLK, PbLi sensor testing at ENEA, final-stage ZrCo getter-bed characterisation, AEU maintenance strategy development at CVŘez, completion of BR2 irradiation of Be-based multipliers with samples shipped to KIT for post-irradiation examinations, and upgrades to the KIT KALOS facility for ceramic breeder production. F4E TBM and EUROfusion also initiated joint work on a tritium transport parameters handbook.

Figure 61: MaPLE (KIT) uses prototypical eutectic PbLi (MP: 235 °C) at 300°C and enables experiments with combined MHD and buoyancy effects

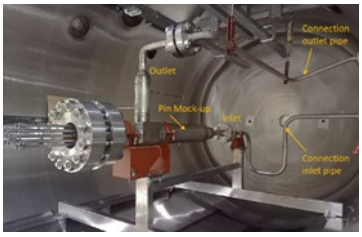


Figure 62: HELOKA (KIT) is a test facility comprising several experimental loops using high pressure, high temperature helium as coolant and a High Heat Flux (HHF) test rig

Figure 63: The KALOS-UP facility (KIT) is the only European facility to produce ceramic breeder pebbles

Figure 64: GLC characterization in TRIEX-II (ENEA) for tritium extraction

Figure 65: AEU frame mock-up installed in CVRz -Plzeň

1.11 Site and Buildings

In a fusion reactor, the **site and buildings provide the environment that allows the reactor to operate safely, reliably and continuously**. While the fusion reaction itself happens inside the machine, it **cannot work on its own**. It depends on many surrounding buildings and systems that support, protect and control it. In other words, the site and buildings are the "body" around the fusion reactor's "heart.

At a large fusion facility like ITER, the site includes **dozens of buildings**, each with a specific function. Together, they form the "ecosystem" that makes fusion experiments possible.

In **2025**, the ITER construction site made **further progress**, thanks to close cooperation between **F4E** and its European suppliers. Several important buildings, electrical systems and site infrastructures were completed or moved significantly forward. These achievements help keep ITER on track for continued assembly and future installations.

Close coordination between F4E and the ITER Organization has been essential to this progress. Since 2015, integrated teams have worked together to deliver buildings, infrastructure and power systems for ITER. Over time, F4E's role evolved into the **Building and Site Equipment (BSE)** programme, which represents Europe's contribution to ITER's overall building and site management. Its purpose is to ensure that European supplied buildings and systems are **safe, well integrated and ready for operation**.

Key achievements in 2025

Buildings and infrastructure

Major milestones were reached in 2025. **Power bridges** were completed, allowing electricity to be routed to the powerful magnets. The **Control Building** was finished, enabling central supervision of the plant. Buildings for the **Neutral Beam power supplies** and the **Fast Discharge system** were also completed, providing essential infrastructure for plasma heating and safety.

Progress continued on the electrical network, with the **medium voltage distribution building secured against weather exposure** and **transformers installed**. Building services were continuously delivered across the Tokamak Complex to support ongoing assembly work.

Safety related components

The **first batch of nuclear grade doors** for the Tritium Building was delivered. Functional testing of their control systems began to confirm that they meet safety and operational requirements.

Design, procurement and site services

Design work advanced for **new Heating Buildings**, preparing future construction and procurement phases. Contracts were signed for **Site Infrastructure and remaining Building Services** in auxiliary buildings.

F4E and the ITER Organization also jointly launched procurement for **renewal of Health and Safety Advisory Services** and **Legal Inspections**, strengthening oversight of worksite activities. In addition, the procurement process for the **Hot Cell Facility buildings** progressed, with the initial selection of qualified bidders completed.

Challenges and lessons learned

Building a complex facility like ITER while other systems are being installed at the same time remains challenging. In 2025, the main difficulties were coordinating many technical interfaces, adapting to changing input data and requirements, and managing supply chain constraints for high quality components. The simultaneous presence of multiple construction and installation activities also required careful planning to ensure safety and smooth progress.

Several important lessons were reinforced. **Early agreement with the ITER Organization on requirements** helps avoid redesign and delays. Construction contracts work best when signed after designs are sufficiently mature. **Close supervision of suppliers** is essential to maintain quality, and planning shared worksite activities early helps manage safety and access constraints in busy areas.

General Progress comparison

Figure 66: Work site progress end 2024

Figure 67: Work site progress end 2025

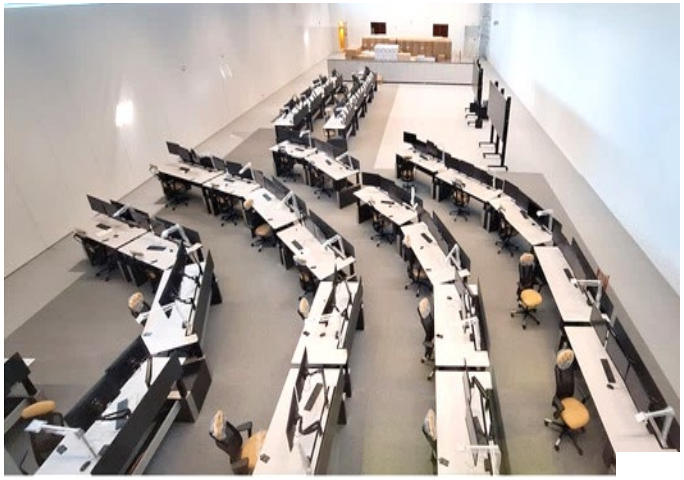
2024

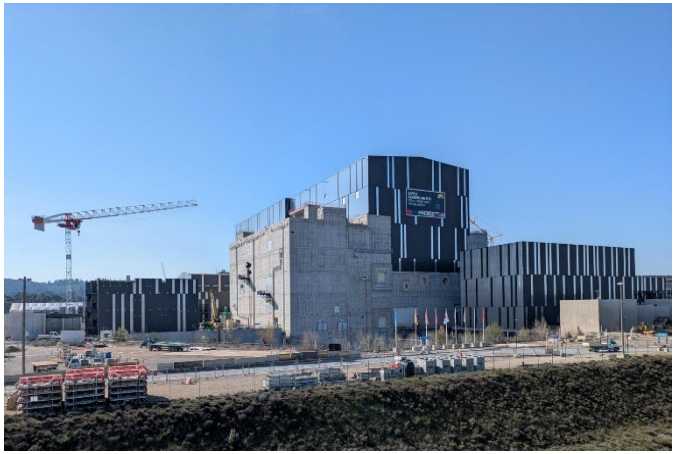
Control Building: Control Room Installation Completed

Overview Progress of works

Medium Voltage Distribution Building certified weathertight

2025





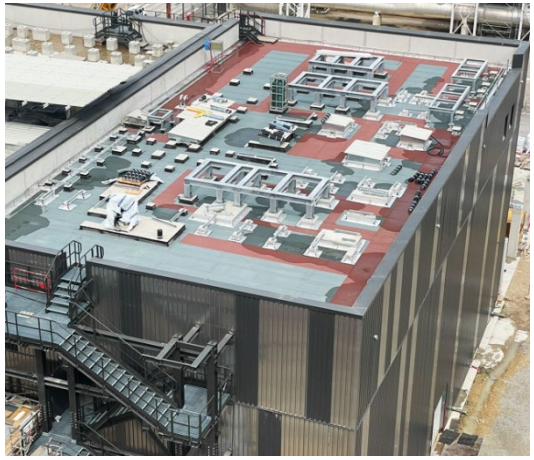


Figure 68: 2024 versus 2025 main achievements

Other achievements

Figure 69: Definitive Cargo Lift mechanical components delivered

Figure 70: Hot Cell Facility: DG-ENER, F4E and IO agree to kick-off a Joint F4E-IO procurement

Figure 71: Tokamak complex pipes, valves, ducts and supports continues deliveries

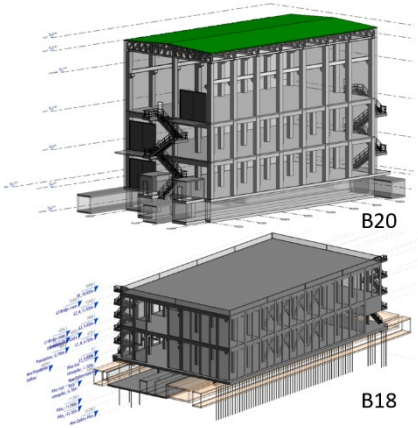


Figure 72: Final Design of New Heating Buildings delivered

Figure 73: Site Services Building Taken Over by IO

Figure 74: Start of Doors delivery and Instrumentation & Control

1.12 Cash Contributions

Cash Contribution to IO

F4E delivers to ITER International Organization (IO) annual in cash contribution in accordance with the ITER Agreement [4] and under the terms approved by ITER Council [5].

In 2025 the Cash Contribution to IO for 2026 amounting to EUR 430,466,765.47 was committed according to the decisions due to be taken by the ITER Council in November 2025.

In 2025, a payment corresponding to the Cash Contribution to IO 2025 amounting to EUR 236,643,837.97 and 2 payments corresponding to the Cash Contribution 2026 for an amount of EUR 100,000,000.00 and EUR 25,978,549.93 respectively were made.

By the end of December 2025, F4E has provided 1,466.55 kIUA credits (excluding “short in-kind contribution”) to ITER Organization in the form of cash contributions to ITER Construction Phase.

Cash Contribution to Japan

According to the ITER Agreement, 10% of in-kind procurement arrangements (PA) equivalent to 227.65183 kIUA credits shall be transferred from Euratom to Japan under the supervision of the ITER Organization. This is financed through cash contribution paid by F4E (EU DA) to Japanese Domestic Agency (JA DA).

In 2025, the commitments for the escalation revision PA 3.2.PA.JA.01 and the one linked to the Settlement Agreement for offsetting of Upper Port #10 were reinforced, for an amount of EUR 1,662,425.01 and EUR 1,410,534.89 EUR respectively.

In 2025, a payment corresponding to PA 3.2.PA.JA.01 amounting to EUR 14,990,582.13 equivalent to 7.031065 kIUA, was made. Regarding the Implementing Arrangement on Additional Contribution between F4E and QST, a payment for an amount of EUR 6,608,606.71 was made through offsetting UP10.

[4] Article 8 "Resources of ITER Organization" (ITER Agreement 2006).

[5] According to Article 9 of ITER Agreement, the ITER Project Resource Management Regulations (PRMR Regulations) shall govern the administration of the resources of the ITER Organization. It provides a detailed description of the applicable rules for contributions in kind, cash income, commitments and payments for the ITER Organization. The final figures are approved or modified by the ITER Council.

By the end of December 2025, F4E has provided 209.12193 kIUA credits. This excludes the settlement agreement signed in 2015 between EU and Japan, under which F4E committed an additional cash contribution to Japan, equivalent to EUR 75 million valued at 10 February 2014.1.13

1.13 Broader Approach Projects

Satellite Tokamak Programme (JT-60SA)

The Satellite Tokamak Project (or JT-60SA) is the largest superconducting tokamak in the world and is located at the Japanese Domestic Agency (QST), in Naka. While re-utilising the site and some of the infrastructure of the former JT-60U (dismantled to make space for the new machine) it is a superconducting device capable of long pulse operation, with the aim of carrying out complementary experiments to those which will be carried out at ITER.

In 2025, the activities in Naka progressed intensely on many fronts, to prepare the machine to enter its second operating phase, Op-2 which is due to start at the end of 2026. The superconducting magnet insulation reinforcement has been completed, with the aim of bringing the magnets in the proper working conditions to reach full current by the end of Op-2 starting in 2026. A comprehensive testing plan has been defined to validate the improvements after the insulation repair and has been reviewed and endorsed by a panel of EU and Japanese experts in the field.

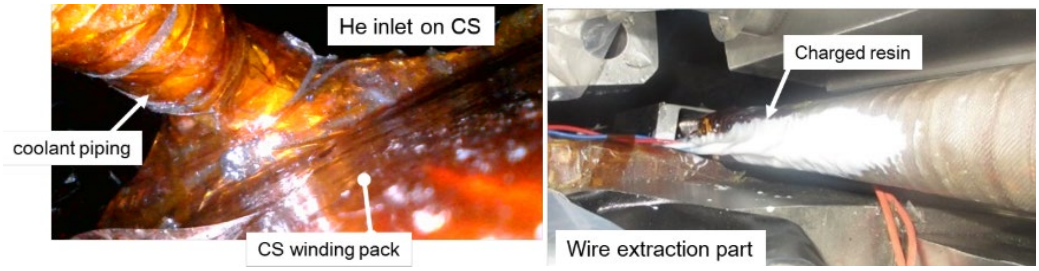


Figure 75: Some of the insulation repairs and improvements executed on the central solenoid (left) and equilibrium field coils (right)

Many activities went on inside and outside the machine in preparation of Op-2. The large Y3 shielding wall, separating the tokamak itself from the rest of the torus hall, has been refurbished with EU support. The large upper stage of the machine has been installed and promptly used to route the massive water-cooling lines and many auxiliary systems including important EU diagnostics.

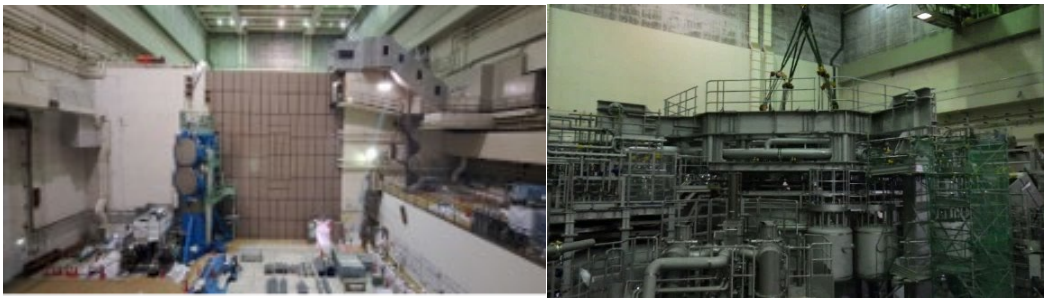


Figure 76: The Y3 shielding wall completed (left) The upper stage being installed (right)

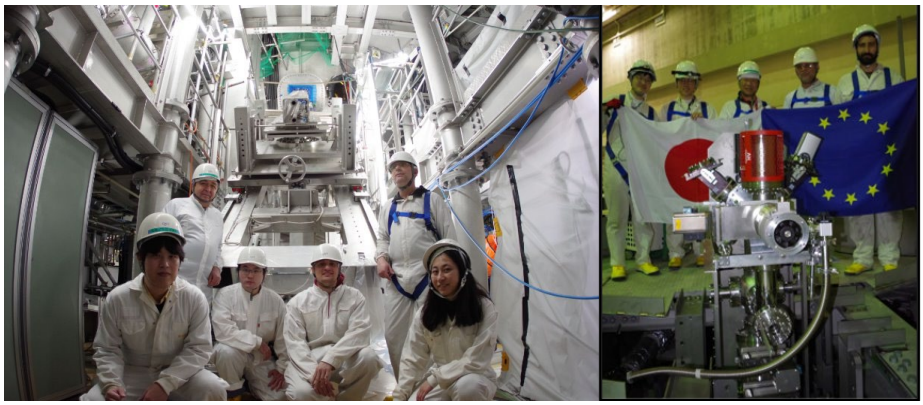


Figure 77: The Edge Thomson Scattering system (left) and the Vacuum Ultraviolet Divertor Spectrometer (right) from EU successfully installed

The powerful neutral beam injection (NBI) system of JT-60SA, already used in the exploitation of the predecessor experiment JT-60U, has been restored and prepared for Op-2. From the restoration work of the perpendicular positive NBI tanks, including all auxiliaries, to the preparation of the positive ion sources, to the re-installation of the large high voltage table (HVT) for the negative NBI sources. These activities will be completed in 2026 in time for commissioning and Op-2.

Figure 78: The moving (left) and installation of the large high voltage table for the negative NBI sources

Furthermore, the second Electron Cyclotron Resonance Heating power supply (ECRF PS 2) has been successfully tested at the Supplier's premises and delivered to QST Naka, and the Resistive Wall Mode power supplies (RWM PS) have been successfully commissioned on site.

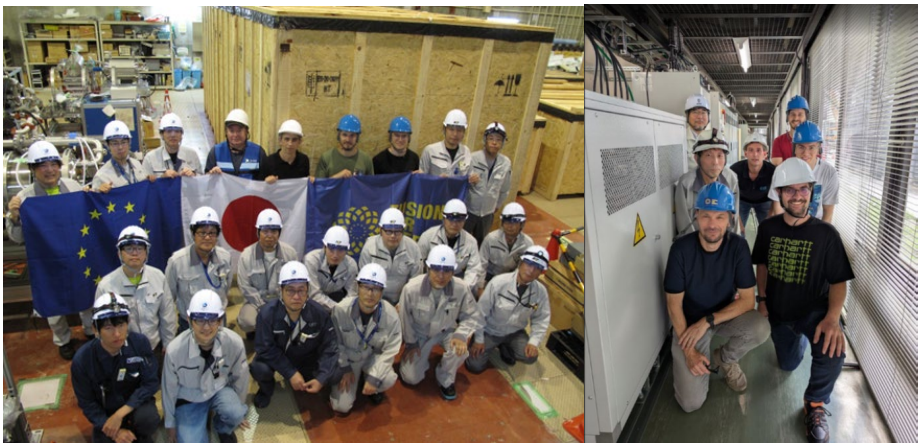


Figure 79: The massive ECRF PS 2 components delivered to QST Naka (left) and the team involved in the successful commissioning of the RWM PS (right)

Finally, the preparation of the detailed plan for operation and scientific exploitation of the experiment in Op-2 has been started, and F4E will facilitate the participation of many European experts to the operation and exploitation activities on site. Moreover, a first plan for the transition to tungsten of the machine in Op-5 has been drafted and will be further developed in 2026.

IFMIF/EVEDA

IFMIF/EVEDA programme is validating the engineering components of a fusion-relevant **neutron irradiation facility** to qualify materials for future fusion reactors. The current engineering work in Japan focuses on the commissioning of a high-performance **accelerator**, validated through the full-scale **LIPAc prototype**.

In 2025, work at Rokkasho concentrated on integrating the final major accelerator component—the **superconducting LINAC (cryomodule)**. After its relocation in March, a **non-conformity in the current leads** was discovered; a task force was formed, activities were reorganised to limit schedule impact, the cryomodule was installed into the beamline in October, and replacement current leads were delivered in December. The team plans to finish assembly and warm conditioning in 2026 and achieve the **first cool-down by end-2026**.

In parallel, Europe progressed upgrades to the **control and RF power systems**, including initial site acceptance tests of a new **Machine Protection System** and successful factory testing of a **200 kW solid-state RF chain**, showing high efficiency with potential cost and energy benefits for future facilities such as DONES.

Figure 80: Transfer and integration of the superconducting LINAC into the accelerator beamline

IFERC

The International Fusion Energy Research Centre (IFERC), hosted in Rokkasho (Japan), brings together three main areas of work: high-performance computing for fusion simulations, support to DEMO design and research, and remote access to ITER experiments. The activities are carried out with EUROfusion. In 2025, all activities have progressed as planned in the Plan approved by BASC.

Computational Simulation Centre (CSC)

The CSC provides powerful supercomputing resources to support ITER, JT60SA and other priority fusion activities. In 2025, a new procurement arrangement was concluded to share resources from new EU and Japanese high performance computing systems, extending cooperation until March 2027. The sixth large simulation campaign was successfully carried out in the second half of the year.

ITER Remote Experimentation Centre (REC)

REC activities focused on preparing remote participation in ITER and on the cooperation with IFMIF/EVEDA and JT60SA. The existing Procurement arrangement was extended until March 2027. Key achievements: CODAC Operational Applications from REC side for the collaboration with IO, to collaborate to update the network equipment in LIPAc technical network for the collaboration with IFMIF/EVEDA, and to extend IFERC/REC network to Naka site as the infrastructure of JT-60SA remote participation system for the collaboration with STP

DEMO design and R&D activities

The final reports covering from 2021 to March 2025 were approved in March 2025. For the design activities, A new PA for the tasks “Divertor design and plasma exhaust” and “Breeding Blanket (BB) Design” covering was signed in April 2025. The work towards the goals defined for each task in the WP 2025 progressed well.

For R&D activities, new Procurement Arrangements have been signed for (Tritium technology and JET ILW sample analysis, Structural materials and corrosion database. Regarding the technical main milestones, the completion of the neutron irradiation for Be related samples for Post Irradiation Experiments (PIEs) was accomplished, and the performance of the data acquisition of in-situ tritium release by using JA&EU tritium breeder sample is progressing.

In 2025, IFERC underwent an independent assessment covering all three subprojects. Following the assessment, BASC requested to Implementing Agencies to elaborate a long-term objectives proposal to be presented in 2026. The work done by IAs has indicated that IFERC represents an opportunity for a synergic Japanese-European qualification and validation program to meet the needs of fusion programs. JA and EU have identified technological issues for which a joint action, designing and exploiting nuclear facilities, as a part of IFERC activity would allow a more robust deployment of key components like the breeding blanket. The shared program is seen as a relevant step in reducing risk and optimizing resources of the parties in achieving component maturity.

IFMIF- DONES Programme

IFMIF-DONES is an international research programme aimed at constructing and operating a unique accelerator-based neutron source in Granada (Spain) to test how materials behave under fusion-like conditions. By bridging the gap between ITER experiments and DEMO needs, IFMIF-DONES plays a pivotal role in advancing fusion energy and related scientific and industrial applications.

In 2025, the IFMIF-DONES Programme entered a decisive new phase, moving from preparation to construction. Within this context, Fusion for Energy progressively reinforced its on-site involvement, assumed key programme roles, and laid the groundwork for its contribution to DONES. This section highlights the main milestones and actions that shaped this transition year.

Figure 81: Part of the F4E team contributing to IFMIF-DONES – Granada

In May 2025, the ground-breaking ceremony held in Granada marked the symbolic start of construction of the IFMIF-DONES facility, bringing together Spanish authorities, international partners and DONES stakeholders alongside key milestones such as the Spain–Japan agreement signing and the inauguration of the DONES headquarters, thereby confirming DONES' transition from preparation to full construction phase.

Figure 82: Part of the F4E team, together with the Director, during the ground breaking ceremony held in Granada

In July, the Governing Board approved the contribution of F4E to the Construction and Commissioning Phase of the DONES Programme.

In November, the IFMIF Technical Coordination Meeting #02 (TCM) held in Granada brought together LIPAc and DONES teams for technical exchanges to strengthen interfaces between the two projects, share the outcomes of LIPAc engineering validation activities, align achievable milestones with the DONES schedule, and ensure effective knowledge transfer to optimize the use of LIPAc as a supporting facility for DONES construction and commissioning.

Figure 83: IFMIF Technical Coordination Meeting in Granada in November 2025

The signature of the Multilateral International DONES Agreement (MIDA) formally established the international legal framework governing the DONES Programme, defining the participating Parties, their rights and obligations, and the rules for in-kind and financial contributions to construct, operate and manage the IFMIF-DONES facility in Spain.

Figure 84: Signature of the Multilateral International DONES Agreement (MIDA)

The year 2025 marked the start of the ramp-up of the F4E team, deliberately integrated by design within the overall DONES On-Site Joint Team composed of members of the Host Party, DONES. Beyond assuming key roles within the DONES Programme, such as Systems Engineering, Quality Assurance Management, Programme and Project Coordination, the team also initiated the preparation of the first Procurement Arrangements for F4E's contribution to DONES (such as the Injector, the RF Power System, the SRF Linac, and the Electrical Power Distribution of the Accelerator System). Efforts were also oriented towards exploiting opportunities and creating synergies with other projects such as ITER, for example through the procurement of EUROFER material and the development of Lithium Jet Diagnostics, while fostering cross-cutting synergies in the fields of quality assurance, nuclear safety and systems engineering.

1.14 Technology Development Programme (TDP)

This new F4E Programme was launched in 2024 as one of the implementation branches of the F4E Industrial Policy in line with the Governing Board's mandate. It also fulfils F4E's renewed vision for playing a fundamental role in supporting Fusion European Supply Chain and ensuring its competitiveness in the promising fusion energy sector, increasing technological sovereignty on fusion critical areas. It has a broad and strategic scope to support both the technology needs of F4E projects, and the technological demands recognized in the roadmap to fusion power plants, mitigating risks associated with future European fusion endeavours.

The Technology Development Programme aims to regularly identify and assess the fusion key enabling technologies (critical technologies mapping and road mapping workshops) and support European industry to develop and test those technological capacities for ITER, DONES, DEMO and other fusion projects of European interest (R&D contracts on priority critical technologies). Its focus is currently set at intermediate Technology Readiness Levels (TRLs) to bridge the gap between academia and industry scope of work.

The procurement of the two TDP24 Pilots was completed in Q1 2025 with the signature of five R&D contracts in total for the two Pilot actions, assuring parallel design baselines and prototyping development, as required by the Pre-Commercial Procurement (PCP) instrument. This innovative procurement approach assures competition and reduces risks in R&D efforts by trying more than one route to get to a successful technological solution. The scope of the pilot's actions was targeted at two different technological development actions, one related to characterization of a key fusion material ("Characterization of Gradient joints on Tungsten/CuCrZr materials") and the other to increase fusion facilities personal safety (Real-time personal monitor for Tritiated water vapor in air).

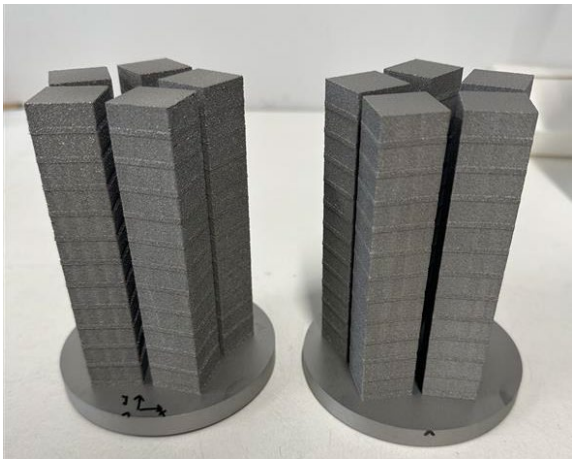


Figure 85: First (and early) Success Case: Stage 1 of Contract for Gradient Joints on Tungsten/CuCrZr demonstrated production of tungsten samples by Additive Manufacturing with very high density and purity (higher than defined targets) Picture: Credit to Freemelt

To define the scope for TDP25 campaign and carry out a first systematic selection of R&D actions in support of a competitive European fusion supply chain, a call for proposals was launched both internally (F4E Programmes) and externally to European Industry, laboratories and academia. This Call permitted to capture an important list of key enabling technologies for fusion by relevant stakeholders (about 167 proposals received in more than 14 technological clusters). An assessment was performed within the different technology clusters in collaboration with Eurofusion, based on which F4E was able to select the new R&D actions for tendering of the annual TDP. A TDP25 Call for Tender was published in November 2025 corresponding to a first full program. The lessons learned during the execution of the two pilots will be fed into implementation tools for the new TDP campaign.

For a comprehensive identification of fusion critical technologies in following TDP campaigns, a series of Technology Road mapping Workshops organized by F4E (or in cooperation with other entities, e.g. EUROfusion, CERN) were launched. In these series of workshops, the different stakeholders with relevant expertise are invited to participate in the assessment of the technologies under the scope of each thematic workshop, including universities, laboratories, private companies, research institutions and fusion startups. Beyond the specific outcome of these workshops' series, i.e. the technology roadmap reports collecting the collectively identified technology gaps, priorities and timelines required to act on them, these gatherings are a fundamental vehicle for fusion community networking and exchanges. This allows for an extended collaboration on those technologies that are yet not mature for competition, limiting duplicated efforts and maximizing leverage of invested funds on technology development.

Figure 86Technology Road mapping Workshops gatherings of fusion stakeholders on key technological areas to collectively assess technology gaps and priority actions

1.15 Technical Support Activities

1.15.1 Engineering Support activities

In 2025, the **Fusion Technologies & Engineering Department (FUTED)** continued to provide **cross-cutting engineering expertise and technical governance** in support of ITER delivery, Broader Approach activities and F4E strategic objectives, consolidating its role as the **engineering authority across the project lifecycle**.

Design Office, System Design and Mechanical Engineering

FUTED supported project teams through **design development, design reviews and system integration activities**, ensuring coherence across interfaces and compliance with ITER and F4E requirements. Mechanical engineering teams contributed to **design maturation, industrialisation and design change management** for first-of-a-kind components, supporting manufacturing readiness and risk mitigation.

Technical Data Management and CAD

Activities focused on **configuration control, CAD governance and technical data consistency**, supporting the progressive centralisation and alignment of engineering data and documentation workflows. Technical Data Management ensured traceability of design evolutions and effective interface with ITER Organisation data systems.

Multi-physics Engineering Analysis

FUTED delivered **advanced engineering analyses** covering mechanical behaviour, structural dynamics, civil engineering aspects, fluid dynamics, electromagnetism and nuclear analyses. These studies supported **design qualification, safety margins, and design optimisation**, particularly for complex and high-risk ITER systems.

Plasma Engineering

Plasma engineering expertise was provided to support **design choices, system qualification and operational readiness**, ensuring consistency between plasma requirements and engineering solutions, in close coordination with ITER Organisation and relevant project teams.

Design Codes, Standards and System Qualification

FUTED continued to contribute to the **definition, interpretation and application of design codes, standards and qualification strategies**, supporting compliance with nuclear, quality and safety requirements and facilitating consistent application across systems and suppliers.

Electrical Engineering, Instrumentation & Control and CODAC

Electrical and I&C activities supported **system design, integration and validation**, including control architecture aspects and interface consistency with ITER CODAC standards. Contributions focused on de-risking integration and supporting reliable system performance.

Project Engineering

Project Engineering provided **transversal engineering coordination**, supporting interface management, design integration and alignment between project teams, suppliers and central engineering processes.

Metrology and Reverse Engineering

Metrology and reverse engineering activities supported as-built verification, geometric control and alignment, contributing to assembly readiness and reduction of integration risks for complex ITER components.

Manufacturing, Materials and AIV

FUTED supported manufacturing follow-up, material selection and qualification and Assembly, Integration and Validation (AIV) activities. Engineering expertise was applied to manufacturing readiness, non-conformity resolution and validation strategies, including support to testing activities in dedicated facilities, such as FALCON and related infrastructures.

Site Management

Engineering support was provided to **site-related activities**, ensuring consistency between design assumptions and on-site constraints, and supporting integration with buildings, site equipment and installation interfaces.

RAMI

Reliability, Availability, Maintainability and Inspectability (RAMI) activities supported **system design evaluation and operational performance**, contributing to design decisions and risk assessments for long-term operation and maintenance.

AI for Engineering

In 2025, FUTED continued exploratory and enabling activities related to **AI for engineering**, supporting improved analysis capabilities, data exploitation and future efficiency gains in engineering processes, in line with F4E's digital transformation objectives.

Procurement-Related Activities Supporting FUTED

In addition to technical activities, FUTED contributed to procurement processes by:

- **Supporting the preparation and signature of engineering contracts and task orders**, aligned with programme needs.
- **Renewing and adapting Framework Contracts** to ensure continuity and flexibility of engineering support.
- **Contributing to the award and management of grants** for specific technology and engineering development activities.
- **Using expert contracts** funded by F4E to complement internal capabilities with specialised engineering expertise, ensuring timely and high-quality technical support to project teams.

1.15.2 Safety & Quality

On 1 July 2024, the new Fusion for Energy (F4E) organisational structure entered into force,

establishing a dedicated Safety and Quality (S&Q) Unit. This Unit is also responsible for the management of Occupational Health and Safety (H&S) systems, including:

- the development and maintenance of risk assessments.
- the investigation of accidents and incidents.
- the provision of H&S training and information.
- the preparation and maintenance of emergency plans.

- the provision of guidance and advice on the use of personal protective equipment (PPE).

As a consequence of this organisational change, several documents within the F4E Health and Safety Management System were reviewed and updated during the reporting period, including:

- F4E H&S Policy. Updated in May 2025 and is still under approval process by Staff Committee, DG HR and AMC.
- Appointment of the H&S Manager Representative for Health & Safety at Fusion for Energy. Approved by the Director in May 2025.
- Appointment Decision H&S Coordinator. Approved by the H&S Manager Representative in May 2025
- Head of Site in various locations of Fusion for Energy. Approved by the Director in May 2025.
- H&S Work Authorisations for High-Risk Works. Approved by the H&S Manager Representative in May 2025.

The overarching H&S Breakdown Structure has not yet been updated and remains an important pending task to be addressed in 2026. A proposal has been prepared in draft and is awaiting formal approval of the update of F4E H&S Policy.

1.15.3 Systems Integration and Performance

In 2025, the Systems Integration and Performance Group (SIPG), established following the entry into force of the new F4E Organizational Structure in July 2024, continued to consolidate its role as a central function within the Projects Department. Created through the merger of the Office of the Chief Engineer and the Systems Engineering Group, SIPG provides integrated support to the Head of the Projects Department across the full scope of EU in-kind contributions to ITER, while representing F4E in interactions with the ITER Organization, as well as within the Broader Approach and Roadmap projects.

Throughout the year, SIPG ensured the effective implementation of core Systems Engineering and integration activities. Its scope covers change control, including Configuration Management; Requirements Management and Verification, including the oversight of the DOORS IT tool and its supporting infrastructure; Gate Reviews; and interface monitoring. These activities have been instrumental in strengthening consistency, traceability, and technical governance across Procurement Arrangements.

In addition, SIPG reinforced its role in relation to machine performances. This responsibility includes developing a thorough understanding of how these machines will be operated and used, and leveraging this knowledge to steer and control system-level aspects, linking engineering activities with operational outcomes.

A key focus in 2025 was the continued development and deployment of Systems Engineering practices, processes, and tools across Project Teams. SIPG supported their consistent application, promoting harmonisation and improving overall project maturity. To complement internal capabilities, external expertise was mobilised across several domains, including Requirements Management and Verification (with a particular emphasis on verification), design and manufacturing readiness reviews, interface monitoring, and other Systems Engineering areas.

Overall, SIPG played a focal role in enhancing integration, governance, and performance monitoring across F4E projects, contributing to improved delivery confidence and alignment with organisational objectives.

1.15.4 Project Management

This section responds to the **2010 and 2018 Council Conclusions**, which request F4E to report on project management and performance, on **schedule and cost control** for the EU contribution to ITER.

Following the 2024 reorganisation, a centralised Project Management Office and Budget (PMOB) Unit contributes to sound financial management and effective programme implementation by providing independent portfolio-level assurance on delivery performance and budget execution.

The Unit establishes and maintains the reference baselines for scope, cost and schedule; develops and monitors corporate performance indicators; and ensures that risks, issues and corrective actions are identified, escalated and followed up in a timely manner. In addition, PMOB supports the Accounting Officer through the preparation and implementation of the annual and multiannual budget, the management of cash contributions and calls for funds, and the provision of reliable, timely and auditable information to internal and external stakeholders, in full respect of applicable governance arrangements and change-control procedures.

In 2025, key deliverables included the launch of EVM-CAS; the adoption of updated policies on cost and risk management; and the rationalisation and streamlining of external reporting. Further achievements comprised the initiation of integration activities to align F4E's planning tool with the new ITER planning environment (Oracle Primavera Cloud), the roll-out of a revised electronic workflow for the Supply Chain Acceptance Register, substantive progress in support of the Multi annual Financial Framework (MFF) negotiations, and reinforced controls in the management of external support providers.

With the support of the Project Performance Unit and the project teams, the following has been achieved:

Schedule performance

F4E monitors delivery through **two complementary methods,** addressing both short-term operational control and long-term perspective.

The **Milestone-based Schedule Performance Index** (M-SPI) is F4E's short-term schedule performance indicator. It assesses delivery against a structured set of key milestones planned to be achieved within a one-year cycle. **Each milestone contributes equally** to the indicator, using a simple milestone-counting logic. M-SPI is primarily used as an **operational early-warning tool** to anticipate delays and support timely action.

Over time, M-SPI has played a key role in strengthening schedule awareness, accountability and performance dialogue with project teams and management. In 2025 **F4E achieved a record M-SPI performance of 91%,** well above the objective.

Earned Value and performance monitoring

Following the establishment of the new ITER baseline in 2024, F4E has introduced a **long-term schedule performance measurement**, based on **EVM-CAS SPI** (Credit Allocation Scheme Schedule Performance Index). This approach assesses progress against a baseline that covers the **entire project duration** and is fully aligned with the **ITER Project Baseline.**

The EVM-CAS SPI methodology allocates credits to agreed milestones and weights schedule performance by their relative value.

Efforts are underway to integrate the reporting of BAROAD's project with the methodologies used for the other programmes **EVM-CAS SPI was 96% at the end of 2025, the same value as at the end of 2024**.[6]

Cost performance and control

F4E's costs mainly relate to:

- **In-kind contributions** to ITER,
- **Cash contributions** to the ITER Organization and to Japan under the ITER Agreement,
- Activities linked to the **Broader Approach**, TBM, DONES/IFMIF, technology development and F4E operations.

F4E applies a structured cost control framework that embeds cost considerations into project design, planning and execution across the full project lifecycle.

The **Estimate at Completion (EAC)** is updated regularly, reviewed in depth at management level, and reported to the Governing Board.

F4E continues to apply **strict budget control and change management**, supported by:

- Regular project steering at operational, tactical and strategical levels,
- Close management of risks and mitigation actions,
- Enhance monitoring and involvement of senior management in critical projects,

[6] KPI started in March 2024

- Measures to reduce design complexity, improve technology maturity and balance risk-sharing with suppliers.

While strong cost-containment measures are in place, F4E recognises that **first-of-a-kind projects such as ITER inherently carry residual risks**, and continued vigilance remains essential.

M-SPI was 91% at the end of 2025.

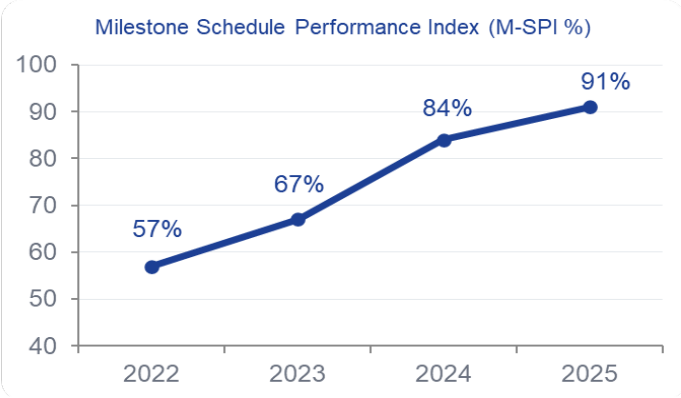


Figure 87: M-SPI progress achieved from 2022 to 2025

1.15.5 Transportation

This activity involves F4E's management of both technical and contractual matters related to the joint procurement with the ITER Organization for transporting ITER components to the Cadarache site. The scope covers transporting all ITER components from every ITER Domestic Agency, starting from their entry point (either the port of Marseille at Fos or Marseille's Marignane Airport) to the ITER site; this activity includes as well F4E's technical support for transportation and logistics to all F4E projects.

The primary cost factor is transporting Highly Exceptional Loads along the dedicated ITER itinerary. In 2025, eleven exceptional components were transported on schedule and without incident. These included an EU Vacuum Vessel Sector, two Central Solenoid modules from the US DA and the Magnet Cold Test Bench vessel, which is the largest component ever transported on the ITER itinerary.

Figure 88: Crossing of MCTB from Fos to Berre

Figure 89: Vacuum Vessel S4 Crossing motorway A51

The security for transporting the Highly Exceptional Loads is ensured through the deployment of the French specialized gendarme group (GESITER), along with several gendarmerie squadrons. Two Task Orders for these services were signed on schedule in Q2 and Q4 2025.

Figure 90: The transportation team during a security briefing

As expected, the decrease in HEL transports and the absence of similar business at Etang de Berre mean that the barging company's economic model will not be sustainable from 2025 onward. A solution has been arranged with Daher and CFT to ensure service availability through 2031; however, this will result in a significant cost increase.

1.15.6 Technical Support Activities of administrative nature provided by Digital and Legal Services

In **2025**, the Legal Unit (LSU) supported F4E's project delivery by drafting **30 complex contracts** and several contract amendments. At the same time, LSU strengthened F4E's international cooperation by supporting key agreements, including the **multilateral DONES agreement**, a **framework collaboration with CERN**, and new **partnerships with private fusion companies** such as Proxima Fusion, Novatron and Gauss Fusion.

The **Digital Transformation Unit** focused on two priorities: **cybersecurity compliance** and **wider use of artificial intelligence**. All EU cybersecurity regulatory deadlines were met, and senior management endorsed a **2026–27 plan** to further improve F4E's cybersecurity maturity.

On AI, F4E was among the **early adopters of Copilot**, supported by a broad staff training programme on M365 tools. To address growing concerns on digital sovereignty, F4E also launched a **pilot with the European AI solution LeChat**, promoting EU based alternatives alongside existing tools.

1.15.7 Contracts and Procurements

F4E's procurement and contract activities enable the delivery of Europe's fusion commitments by turning complex technical needs into robust contracts with industry and partners. Operating under EU financial rules and using all rang of procurement procedures, F4E ensures safe, efficient delivery while strengthening Europe's fusion industrial base.

In 2025, F4E implemented most of the procurement and grant procedures planned for the delivery of ITER components and Broader Approach activities and prepared for its procurement activities related to DONES. Additionally, F4E continued assessing the integration of several projects with the ITER Organization. As a result, the two organizations decided to carry out the design and construction of the Hot Cell Facility through joint procurement, managed by an integrated team.

During the year, 22 operational procedures were launched, 52 operational procurement procedures were awarded (including multiple lots), and 68 operational contracts were signed (direct and framework), for a total value of around EUR 304 million. Particularly covering strategic areas such as Nuclear Remote Handling (Design and Manufacturing), Diagnostics (Diagnostics Components for Second Plasma), and Engineering.

Of the 52 operational procedures awarded, 36 following a Negotiated Procedure for a total awarded value of EUR 21 million, 10 following an Open Procedure representing EUR 119 million and six following a Competitive Procedure with Negotiation amounting to EUR 164 million. No Restricted Procedures nor Competitive Dialogue procedures have been concluded by F4E during 2025.

For what concerns administrative expenditure, 10 administrative procurement procedures were launched, and 12 contracts were signed (direct and framework), for a total value of EUR 32 million.

By the end of 2025, F4E was managing 315 on-going Direct and Framework Contracts. Throughout the year, 363 amendments and contract modifications were negotiated and signed – for Framework, Direct and Specific Contracts - corresponding to a total amount of EUR 185 million.

In addition, a grant activity was launched and signed in 2025, with an approximate value of EUR 2 million.

Regarding Expert Contracts, F4E signed 13 contracts in 2025, with a value of almost EUR 450,000. During the year, four contract modifications were negotiated and signed for Expert Contracts.

Following the renewed vision of F4E and the corresponding update of the Industrial Policy Implementation Plan, several important milestones were achieved this year. F4E now applies sustainability criteria across all its procurement activities and has launched the second wave of its Technology Development Programme, comprising five actions resulting into 10 contracts.

In addition, the first F4E Supply Chain Days were held, including the first Contract Day, the first Supply Chain Sustainability Day and the second SME Day. During these events, F4E exchanged with the supply chain about contractual strategies and practice about key contractual features such as delay damages. Additionally, F4E published a Collaborative Model Contract for Integrated Fusion Project Delivery, co-developed with our supply chain and industry experts through the F4E Roundtable format, for use within the fusion industry. F4E also strengthened its engagement with peer Big Science Organizations by hosting the first collaboration workshop, reinforcing our commitment to knowledge management in contract management and procurement excellence.

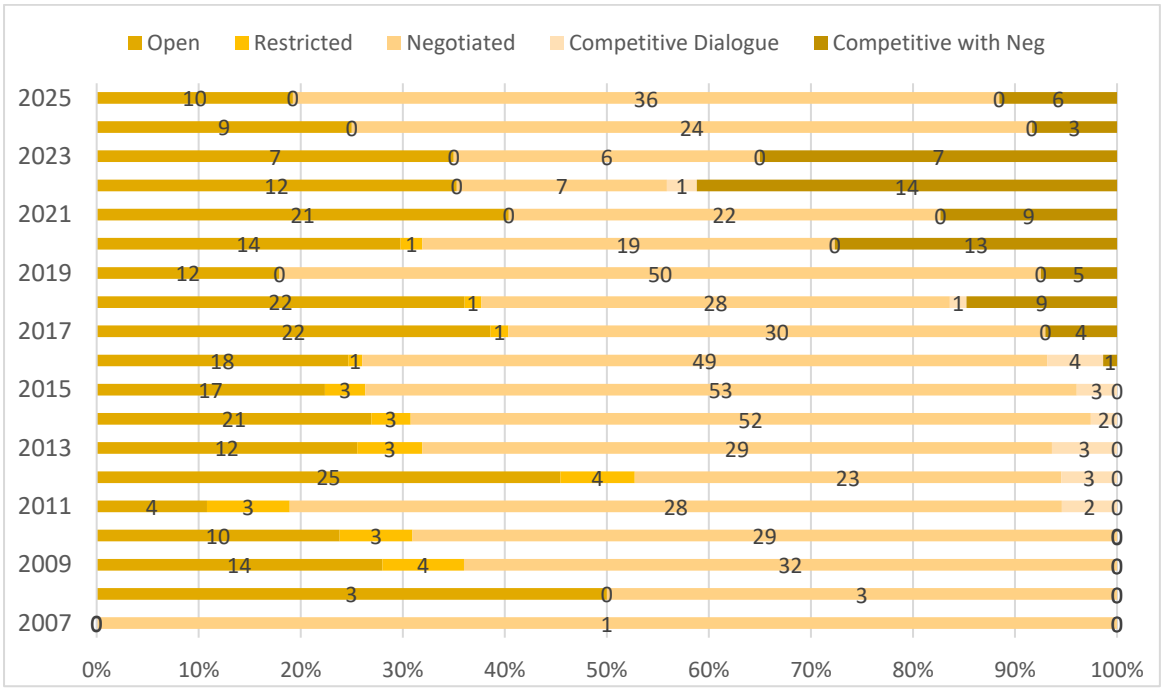


Figure 91: Number of operational procedures (LOT level) awarded by procurement procedure

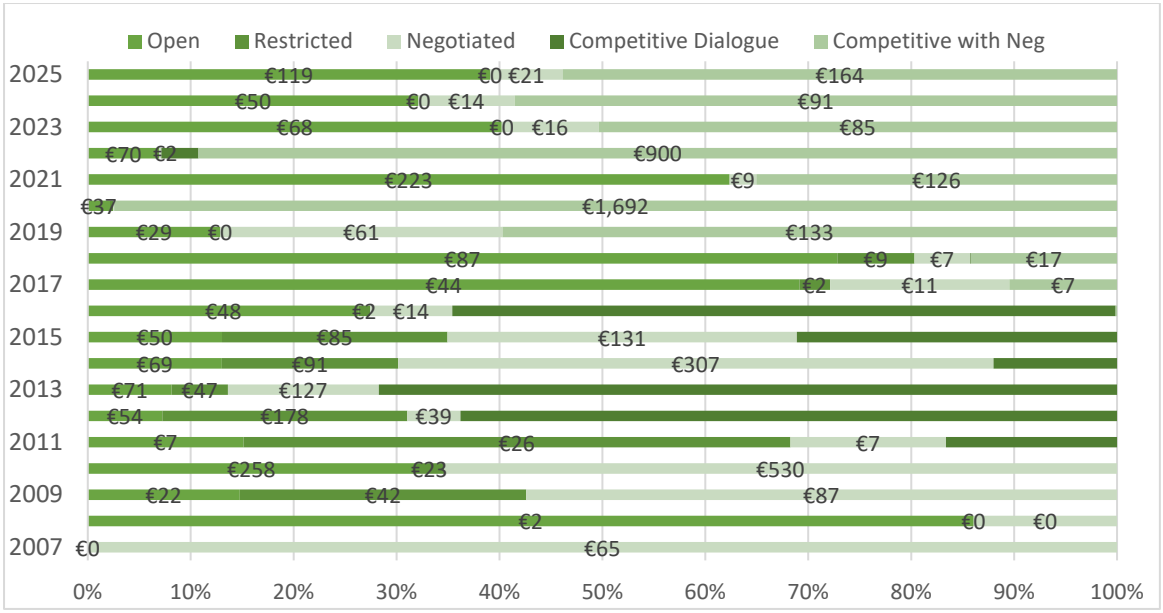


Figure 92: Value of operational procedures (LOT level) awarded by procurement procedure (€ million)

Part II (a): Management

2. Major Developments

2025 has been an important year for the organisation. Some highlights include:

Governance

In 2025 the Board maintained close oversight of delivery, financial execution and organisational effectiveness (including wellbeing/harassment prevention) and monitored major programme milestones (ITER baseline, DONES, Hot Cell/Buildings). It advanced forward workforce planning (including an independent assessment of staffing and ESP reliance) and pursued simplification of external reporting.

Budgetary and Financial Management (2025)

The 2025 adopted budget included EUR 1,010.7 million in commitments and EUR 777.6 million in and amended twice in 2025. The final available (incl. carry-over) amounted to EUR 1,065.8 million in commitments and EUR 849.2 million in payments.

The operational execution reached 92% for commitments (Euratom 98%; ITER Host State 93%) and 93.3% for payments (Titles 3–4). The administrative budget execution reached 100% in commitments and 90% in payments.

People & Culture (HR) Management

F4E workforce on 31 December 2025 represented 431 occupied posts (31 Officials, 248 TA, 152 CA) plus 6 SNE and 15 interim staff (FTE); 64% on indefinite-duration contracts.

18 external vacancy notices were published and 13 newcomers joint F4E. In terms of learning and development, 92% of staff joined at least one learning activity (94% rated excellent/good), including cross-team collaboration and women's leadership programmes.

In 2025, F4E continued taking actions to strengthen governance and knowledge retention of External Service Providers. Geographical balance remains influenced by Barcelona Head Quarters, with a dedicated strategy adopted in Q1 2026 to attract talent from less represented Member States.

Audit, oversight and follow-up

The Internal Audit Service (IAS) audit on management of contract amendments concluded controls are adequately designed/effective; three "Important" recommendations with an agreed action plan to 2026.

The Internal Audit Capability gave assurance work on access rights, diagnostics and risk management. Follow-ups continued and overall internal control opinion reported as 'analysed and managed'.

The European Court of Auditors (ECA) found reasonable assurance on 2024 accounts/legality; emphasis of matter on updated ITER estimates and inflation impacts (opinion not modified). The European Parliament's (EP) discharge follow-up actions continued, notably on HR needs assessment and resource planning.

Environment Management

F4E continued work towards a sustainability strategy and a multi-annual supply chain sustainability roadmap (including supplier engagement). Several exchanges with peers (e.g., CERN/ESA) took place as well as participation in EIROforum to progressively embed sustainability requirements in procurements. Finally, energy-efficiency measures in premises were implemented (planned extended closures, LEED Gold maintenance, HVAC improvements) and EV charging infrastructure.

Multiannual objectives:

1/Overall Costs:

Annual objectives:

AREA	Objective	Target	Performance
Overall Costs	Cost estimation for ITER + BA for period up to 2027 should be less than the total budget available for this period.	KPI>1	**98%**

Table 1: Overall Costs

Annual objectives:

AREA	Objective	Target	Performance
Annual M-SPI	Reach a minimum SPI value by end of the year	SPI≥0.8	**91%**
Annual commitment budget	Implement a defined percentage of Commitment Appropriations by end of the year	90% implementation of commitment	**97%**
Budgeted forecast of the Work Programme	Implement a defined percentage of allocated commitment appropriation to Work Programme Actions, without reserves, by end of year	95% implementation of commitment	**98%**
Annual payment budget	Implement a defined percentage of Payment Appropriations by end of the year	95% implementation of payment	**98%**
Quality – NCR closure time	Ensure Nonconformity Reports (NCR) closure in due time	KPI≥0.8	**94%**
Quality – NCR closure rate	Close a minimum percentage of NCR annually	KPI≥0.95	**123%**
Human Resources	Vacancy rate to be less than a defined value by end of the year	Vacancy rate to be less than 4%	**6.3%**

*Table 2: Annual Objectives - *Budget KPIs are calculated without additional revenue from ITER IO.*

2.1 Governing Board

The governance framework of F4E provides strategic orientation to the Joint Undertaking and ensures the supervision of its activities through the Governing Board (GB) – representing the Member States and Euratom – and a system of specialised Committees providing advice and preparing the decisions of the Board.

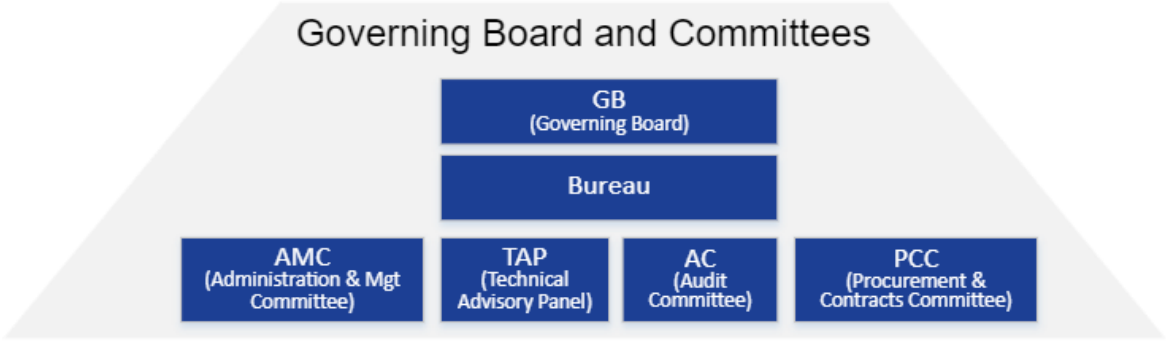


Figure 93: F4E governance structure

The summaries of the meetings of the GB are made public and accessible via F4E`s website: https://fusionforenergy.europa.eu/governance-committees/governing-board/

In 2025, the GB continued to exercise close oversight of F4E's operational, financial and governance matters through its meetings in July and December, complemented by written procedures. The Board closely followed progress on the updated ITER baseline, the further integration of activities with the ITER Organization, the implementation of F4E's industrial policy and Technology Development Programme, and key matters related to organisational effectiveness, staff wellbeing and harassment prevention. It also addressed strategic issues linked to the future workforce model of F4E, including the need for an independent external assessment of overall staffing and External Service Providers, and followed important developments concerning Switzerland's prospective participation in F4E activities.

In 2025, the GB adopted key planning, financial and governance decisions. In July, it approved the first amendments to the 2025 Work Programme and Budget, the 2024 Final Annual Accounts, the GB assessment of the 2024 Consolidated Annual Activity Report, and the SPD 2026–2030 indicators. In December, it adopted the second amendments to the 2025 Work Programme and Budget, the 2026 Budget and the Single Programming Document 2026–2030. The Board also approved important cooperation and programme decisions, including the Multilateral International DONES Agreement and the release of F4E's contribution to the DONES construction and commissioning phase, and endorsed major steps on the Hot Cell Facility and the Buildings programme. In parallel, the Board supported further simplification of external reporting and held a strategic discussion in July on F4E's future direction and role in the evolving European fusion landscape.

2.2 Budgetary and Financial Management

This section gives information on the establishment of 2025 Budget, its evolution, and final implementation. More details are available in the 2025 Annual Accounts and in the 2025 Budgetary and Financial Management Report.

Establishment of the 2025 Budget

F4E 2025 budget was originally adopted in December 2024 by F4E's Governing Board (GB) for EUR 1010.7 million in commitment appropriations and EUR 777.6 million in payment appropriations. It was modified via two amendments by F4E GB in July and December 2025. The final available appropriations, including the carry-over from the previous year are EUR 1065.8 million in commitment appropriations and EUR 849.2 million in payment appropriations.

Contributions to F4E Budget in Revenue (Payments)

The distribution of the 2025 revenue ensures a fair balance between contributors to F4E budget, in line with their proportional participation during the overall period of ITER construction [7].

The final available appropriations, including the carry-over from the previous year amount to EUR 849.2 million in payment appropriations.

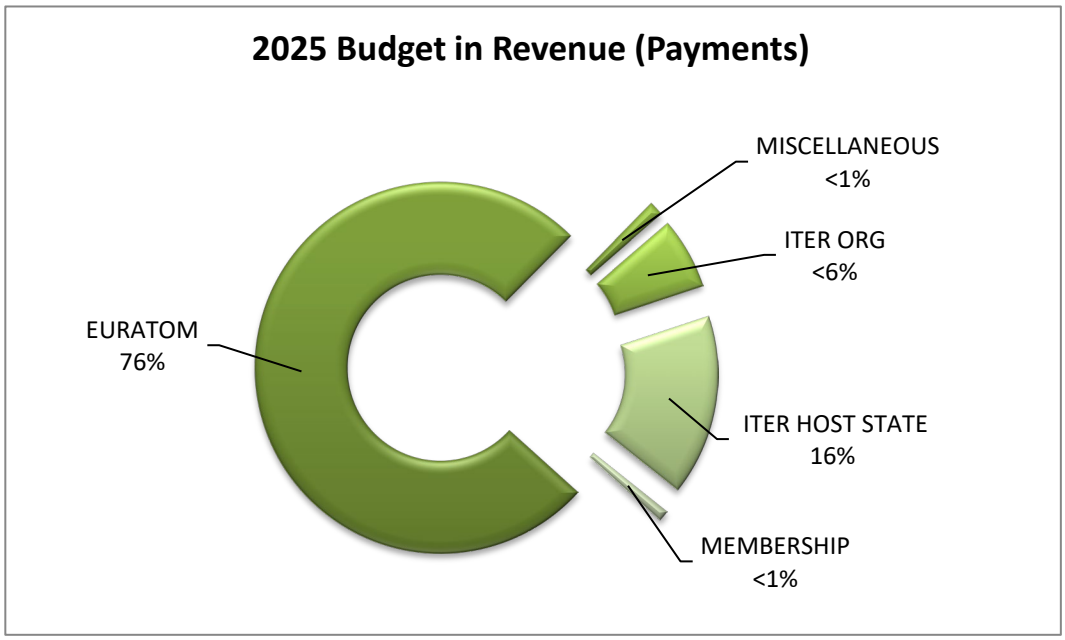


Figure 94: Revenue breakdown in Payment appropriations

[7] Detailed figures are presented in Annex III (b) Evolution of the Statement of Expenditure in Payments

Budget implementation for year 2025

Commitments	**92% execution of the final available budget**		
	Final Budget: 1,065.78	Execution: 978.58	EUR million
	97% compared to the original budget		
	Original Budget: 1,010.70	Execution: 978.58	EUR million
	97% without additional revenue from ITER IO		
	Standard Budget: 987.95	Execution: 959.88	EUR million
	100% in individual commitments		
	Execution: 978.58	Ind. Commit.: 978.20	EUR million
Payments	**93% execution of the final available budget**		
	Final Budget: 849.19	Execution: 788.85	EUR million
	101% compared to the original budget		
	Original Budget: 777.60	Execution: 788.85	EUR million
	98% without additional revenue from ITER IO		
	Standard Budget: 796.59	Execution: 779.28	EUR million

Table 3: Budget Implementation in Commitments and Payments

Implementation of the 2025 Administrative Expenditure

The final implementation of administrative expenditure in payments (MEUR 78.1) was lower than the total committed amount in the original budget (MEUR 82.7) due to the nature of administrative contracts, with commitments done in 2025 and subsequent payments executed in the next years. In accordance with Article 26 of F4E Financial Regulation, the Director approved in 2025 a series of transfers [8] resulting in a decrease of EUR 2 million in the administrative expenditure. The decrease was mainly caused by reduction in salary expenditure related to lower indexation of salaries and higher vacancy rate. The execution of the final administrative budget was respectively 100% in commitments and 89.5% in payment appropriations

[8] Detailed figures are presented in Annex III (c) Transfers adopted by F4E Director

Implementation of the 2025 Operational Commitments

The Statement of Expenditure [9] for operational commitments was modified by F4E's Governing Board during 2025 via two amendments with the purpose to align the operational budget in commitment appropriations with the evolution of the Statement of Revenue and with the successive amendments to the 2025 Work Programme. The final execution of the budget was 92%, of which 100% in individual commitments. Expenditure financed by Euratom has been executed at 98% and that of ITER Host State at 93%. Relatively low execution of expenditure financed by ITER reduced the overall execution rate due to related commitment appropriations assigned for needs in the future. No significant global commitments remained open at the end of 2025.

Implementation of the 2025 Operational Payments

Title 3 – Operational expenditure [10] in payments was also amended in 2025 by F4E Governing Board, to align the operational payments with the changes in the Statement of Revenue. In accordance with Article 26 of F4E Financial Regulation, the F4E Director adopted a series of transfers within the Title 3 to cover the operational needs and to ensure the highest implementation rate.

Title 4 – Earmarked expenditure, the payments linked to the ITER Host State contribution (France), have been allocated entirely to the domain of ITER construction. The appropriations received from ITER Organization covered tasks implemented by F4E on ITER Organization's request.

The final implementation rate for operational payments, under Title 3 and Title 4, was 93.3% by the end of 2025. The non-execution is mainly due to assigned revenue collected from ITER IO that will be spent in the subsequent years. The amounts not spent on Title 3 were cancelled and those on Title 4 were automatically carried over to the budget 2026.

Impact of the 2025 Budget in Commitments

Main Commitments

The main operational commitments for the 2025 budget representing EUR 654 million or 72% of the executed operational budget (EUR 897.6 million) were:

[9] Detailed figures are presented in Annex III (a) Evolution of Expenditure in commitments

[10] Detailed figures are presented in Annex III (b) Evolution of Expenditure in payments

- Cash Contribution to ITER IO EUR 430 Million
- Manufacturing and Delivery of the EC Launcher Ex-Vessel Components EUR 39 Million
- Materials, Manufacturing of remaining In-Vessel and Ex-Vessel components EUR 20 Million
- Option 3 release of OMF-1120 Task Order 1 EUR 19 Million
- First Wall Series Task 3.3 EUR 28 million
- First Wall Series Task 3.4 EUR 22 million
- Task order for Cables, Busbars and B74 SDBs + Load Centre 08 EUR 20 million
- Task order for LACs PIC/non-PIC EUR 18 million
- Task order for Buildings B11 and B74 Mechanical, HVAC and FIDs EUR 18 million
- Manufacturing of the Drift Duct for ITER Neutral Beam Injectors EUR 12 million
- Divertor Rail - Scope transfer to IO EUR 14 million
- Transfer of scope arrangement for the supply of divertor rail EUR 14 million

The balance to the executed budget for Title 3 and 4 consisted of 488 commitments for other contracts, amounting in total to EUR 243.6 million.

Actions Carried Forward to 2026

The F4E obligations amounted to EUR 1 355.6 million at the closure of the 2025 budget, that corresponds to the total outstanding amount on open budgetary commitments, as detailed below:

2025 budget Heading	Open Commitments				
	from previous years (1)	from 2025 budget (2)	Total (3)=(1)+(2)	To be de-committed (4)	Net Total (5)=(3)-(4)
TITLE 1 - STAFF EXPENDITURE	256,433.90	2,414,774.21	2,671,208.11	270,792.72	**2,942,000.83**
TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE	22,156.72	4,958,616.39	4,980,773.11	78,550.64	**5,059,323.75**
Total TITLE 1 & 2	**278,590.62**	**7,373,390.60**	**7,651,981.22**	**349,343.36**	**8,001,324.58**
B31 -ITER CONSTRUCTION INCLUDING SITE PREPARATION	395,549,523.12	564,118,610.83	959,668,133.95	4,015.00	**959,672,148.95**
B32 - TECHNOLOGY FOR ITER AND DEMO	6,600,860.85	4,540,775.57	11,141,636.42		**11,141,636.42**
B33 - TECHNOLOGY FOR BROADER APPROACH	18,642,992.58	9,235,845.14	27,878,837.72		**27,878,837.72**
B34 - TECHNOLOGY FOR DONES	62,982.64	479,500.00	542,482.64		**542,482.64**
B35 - EXTERNAL SUPPORT ACTIVITIES	17,329,413.76	23,497,556.73	40,826,970.49		**40,826,970.49**
B36 - OTHER OPERATIONAL EXPENDITURE	367,513.47	1,052,336.88	1,419,850.35	238,563.90	**1,658,414.25**
Total TITLE 3	**438,553,286.42**	**602,924,625.15**	**1,041,477,911.57**	**242,578.90**	**1,041,720,490.47**
B41 - ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	212,538,203.20	69,756,252.42	282,294,455.62		**282,294,455.62**
B42 - ACTIVITIES LINKED TO ITER ORGANIZATION	11,260,521.19	12,279,701.69	23,540,222.88		**23,540,222.88**
B43 - OTHER EARMARKED EXPENDITURE	0.00		0.00		**0.00**
Total TITLE 4	**223,798,724.39**	**82,035,954.11**	**305,834,678.50**	**0.00**	**305,834,678.50**
Total TITLE 3 & 4	**662,352,010.81**	**684,960,579.26**	**1,347,312,590.07**	**242,578.90**	**1,347,555,168.97**
Total	**662,630,601.43**	**692,333,969.86**	**1,354,964,571.29**	**591,922.26**	**1,355,556,493.55**

Table 4: Open budgetary commitments at the closure of F4E's 2025 Budget

The open commitments have increased by EUR 128 million in 2025 compared to the end of 2024.

Notes:

- **Title 1 and 2:** Administrative expenditure, carried forward from 2024 and not paid, were cancelled. The commitments that are carried over should be consumed at the latest by 31 December of the following year;
- **Title 3 and 4:** The open operational commitments are carried over to the following year with no limitation in time, to be paid according to the advancement of the contracts.
- EUR 2 Million committed globally in 2024 were implemented in 2025 as the on-going procurement procedures have been concluded.
- F4E did not make significant use of global commitment in 2025. No material amount of global commitments remained opened at the end of 2025.

Action Extending for More than One Financial Year

The entire operational budget of F4E consists of differentiated appropriations. About 1636 open commitments positions from the 2025 budget, amounting to EUR 1.355 million, cover actions extending for more than one financial year.

Interest Charged by Suppliers through Late Payments

During 2025, F4E has processed 4 481 payment transactions (excluding salaries). F4E paid EUR 4 779.69 of late interests in 2025.

Budget Evolution 2008-2025

The graphs below show the evolution of available F4E budgets in commitment and payment appropriations and their final execution since F4E financial autonomy in 2008.

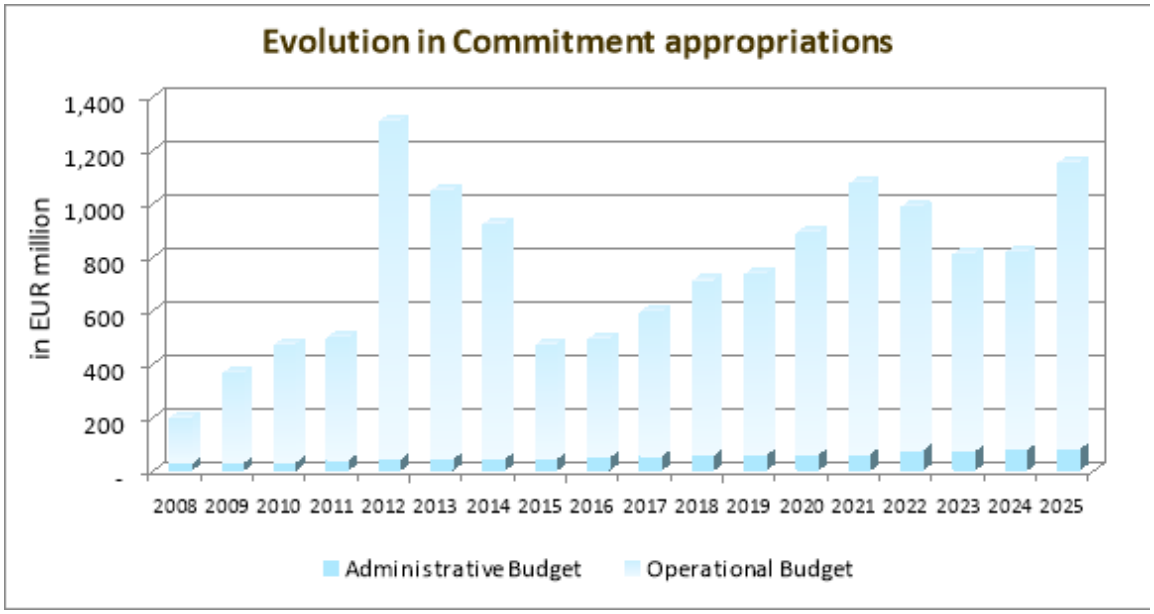


Figure 95: Evolution in commitment appropriations for years 2008 - 2025

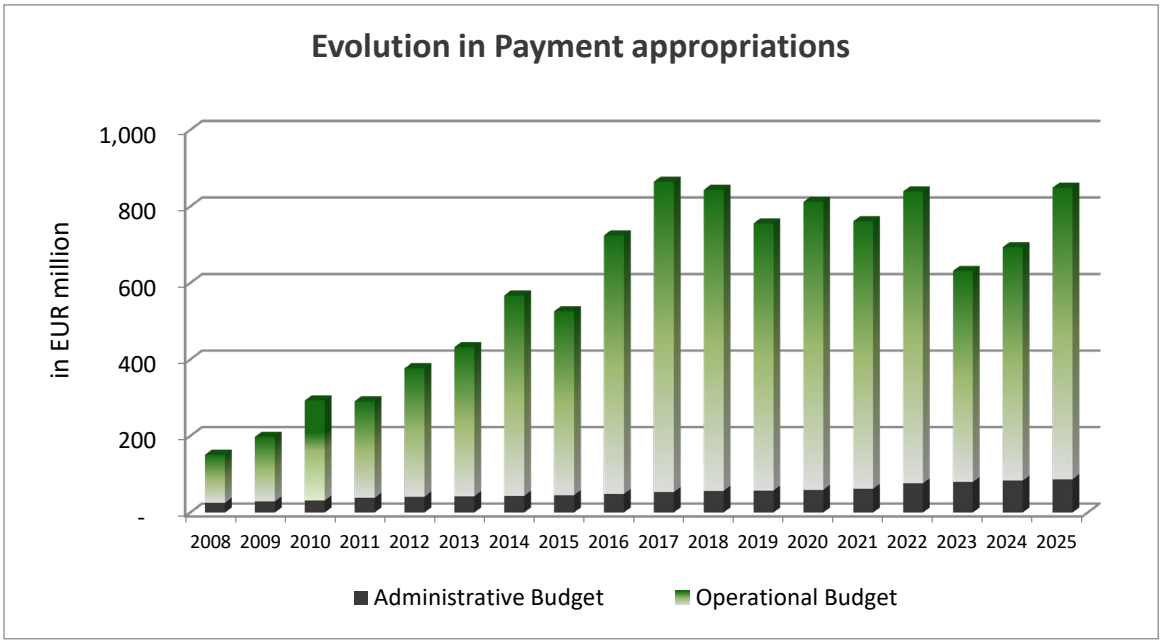


Figure 96: Evolution in payment appropriations for years 2008 - 2025

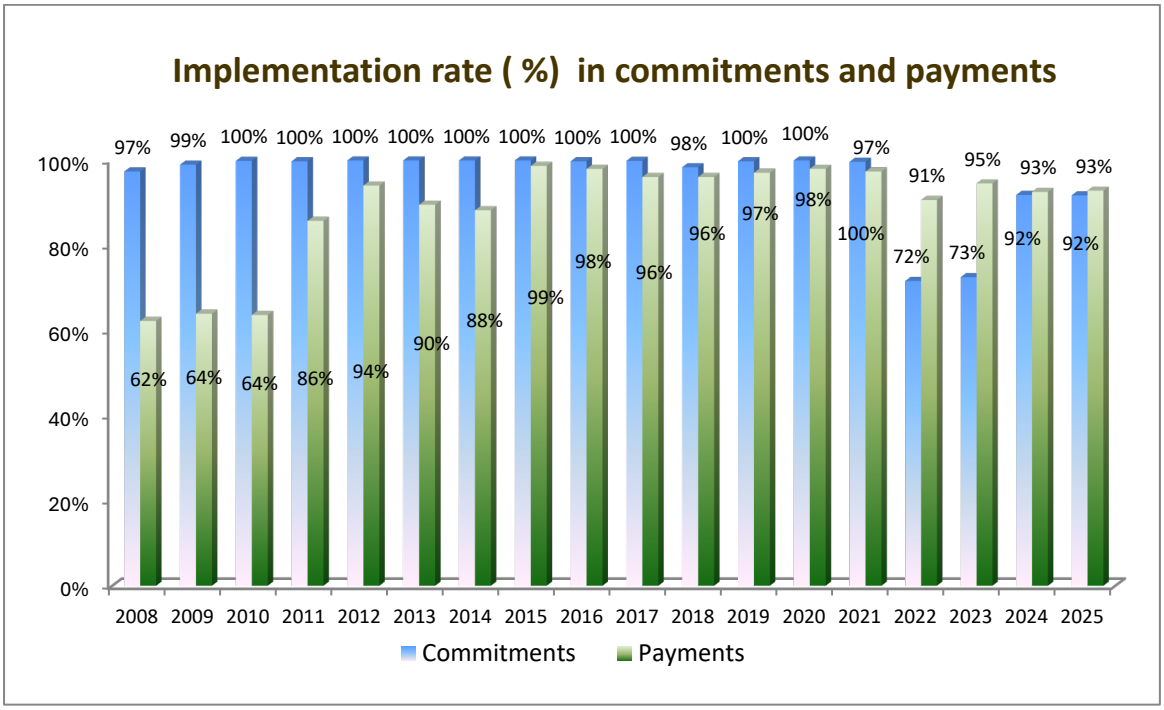


Figure 97: Evolution of budget implementation rate for years 2008 - 2025

Budget Implementation Tasks Entrusted to Other Services and Entities

There are no F4E activities delegated to other European Institutions or Bodies.

2.3 Cost of Controls

F4E has applied the methodology endorsed in 2018, as the operational structure has remained similar. Every year the departments have reviewed the estimated time spent in control activities by each of their units.

All F4E activities remain grouped into four main categories: (1) Operational Control, (2) Internal Control, (3) Governance and (4) Support. Based on the guidelines of the Commission a detailed list of activities has been included for each of the four main categories. Of these four categories (1) Operational Control and (2) Internal Control are considered control activities.

The result of this calculation is that out of the 426 staff members at F4E, 78% (332 FTEs) spend their time in control activities (Operational Control and Internal Control). The cost of these FTEs dedicated to control activities was calculated by using a pro rata of the number of staff by category (Administrator, Assistant, Contractual Agent FG-IV and the rest of contractual agents) and using the yearly costs per category as indicated by the Commission. The result of this calculation is that the 332 FTEs dedicated to control activities at F4E have an estimated cost of **46,330,681** EUR.

In addition to this, F4E made an estimation of the cost of External Service Providers (ESPs) supporting F4E in internal and operational control activities. The amount of these services for 2025 is **17,561,990** EUR. External Service Providers (ESPs) are defined as personnel of external companies that require access to the working tools/environment of F4E staff to deliver the service to F4E meaning:

- permanent access to F4E's office premises; and/or
- login credentials for F4E's Internal Information Systems.

Finally, F4E also calculated the payments made on contracts for audit services, inspection and adjudicators, which resulted in a total of **1,225,380** EUR.

As a conclusion and based on the principles provided by the Commission for the calculation of the Cost of Control activities, the value for F4E in 2025 is **65,118,051** EUR. This represents **7%** of the 2025 executed budget in commitment appropriations (EUR 979 million) and **8%** of the 2025 executed budget in payment appropriations (EUR 789 million).

The total cost of control has decreased 11% from 2024. Most of this decrease is due to the decrease in the cost of control of ESPs and this can be explained by the fact that the reporting for ESPs in place in 2025 is more robust and accurate than in previous years where it relied heavily on manual work. In the previous 4 years, from 2021 to 2024, the costs of controls have been consistently below 9% of the yearly commitments.

	Total cost of control	Total cost over commitment appropriations	Total cost over payment appropriations
2021	71,917,622	9%	7%
2022	66,022,340	9%	9%
2023	70,685,482	9%	11%
2024	73,087,455	9%	11%
2025	65,118,051	7%	8%

Table 5: Historical view of the total cost of control

The costs of control at F4E are considered as proportionate to the activities the organisation carries out, as F4E is mostly managing programmes and projects to procure the different first of a kind components that Europe is delivering as in-kind contribution to the ITER project. The methodology used by F4E to calculate its costs of controls is aligned with the EC guidance. Amongst others, the following activities are classified as control ones:

- Programme and project management: Operational Management and monitoring of project cycle (excluding financial circuits); managing project deliverables and all the legal, technical and administrative work involved in managing contracts;
- Financial Management related to the operational part: procurement (from technical specifications to contract), contract management, financial planning, and management of financial transactions;
- Quality Audit, Quality Control, Inspection;
- Reporting and Monitoring of Project activities.

2.4 Delegation and sub-delegation

Delegations and sub-delegations in 2025 followed the organisational structure, with a clear segregation between administrative and operational project management, empowering staff members within their areas of responsibility. During 2025, there were 108 roles of Responsible Authorising Officers (RAOs) in F4E: 1 Authorising Officer, 14 Authorising Officers by Delegation, 41 Authorising Officers by Sub-Delegation and 51 Authorising Officers by Sub-Delegation level 2. Each staff member who received a delegation or sub-delegation for the implementation of the 2025 budget provided his/her individual 'Declaration of Assurance' for the budgetary area for which they were responsible. None of these contained a reservation nor raised any issue of significance that may have an impact on the F4E Director's Declaration of Assurance.

2.5 People & Culture (HR) Management

Major HR Developments

Staff evolution, selections, and recruitment

As of 31 December 2025, the total occupied staff posts at F4E amounted to 431, including 31 Officials, 248 Temporary Agents and 152 Contract Agents. Among these, 295 staff members (64%) held indefinite-duration contracts, while 81 (18%) were on their first fixed-term contract and 55 (12%) on their second. In addition, 6 Seconded National Expert posts were occupied. F4E also relied on the support of 15 interim staff (in FTE). The evolution of staff over the years is presented in the following table:

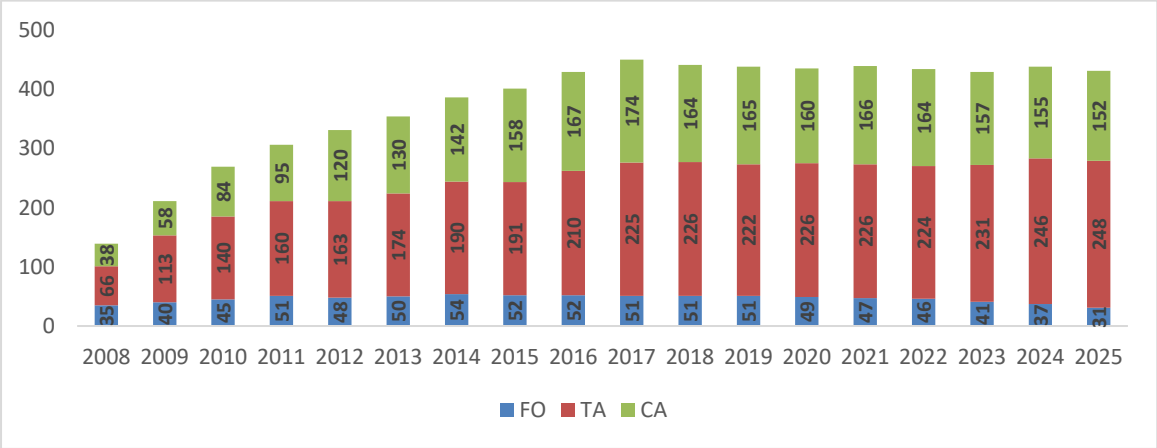


Figure 98: Staff evolution from 2008 to 2025 for Officials (FO), Temporary Agents (TA) and Contract Agents (CA)

In parallel, F4E relied on 319 External Service Providers (ESPs), compared to 329 in 2024, both figures are at the end of the year. Given the scale of this external workforce and the associated business risks, such as knowledge management, assimilation, value for money, and conflict of interest management, 2025 saw continued improvements to systems, tools, and procedures mitigating these risks. These enhancements aimed to ensure stronger alignment with administrative and contractual requirements, improved cost control, accurate and timely reporting, effective knowledge retention, as well as better management of conflicts of interest and the risk of assimilation.

During 2025, 18 vacancy notices were published externally: 15 for Temporary Agents and 3 for Contract Agents. Eleven external selection procedures were completed in 2025, out of which one was launched in 2024 and 10 in 2025. Four of these procedures concerned middle management posts.

A total of 13 newcomers joined F4E during the year (five Temporary Agents, seven Contract Agents, and one Seconded National Expert). In addition, six staff members (five Temporary Agents and one Contract Agent) underwent a contract change. The distribution of these figures by contract type, category, and department is included in the following table:

Department	FO	TA		CA			SNE
		AD	AST	FGII	FGIII	FGIV	
ADMINISTRATION DEPARTMENT			1				
DIRECTOR						1	
FUSION TECHNOLOGIES & ENGINEERING DEPARTMENT			1			3	
PROJECT CONTROL, SUPPLY CHAIN & FINANCE DEPARTMENT		1			1		
PROJECTS DEPARTMENT		1	1			2	1
Grand Total		5			7		1

Table 6: Recruitments (Newcomers) distributed by type of contract, category and department

Changes to the Establishment Plan during 2025

F4E continued implementing its policy of converting vacant Officials (FO) posts to Temporary Agent (TA) posts. Following the departure of six Officials, four FO AD posts were converted into TA AD posts, while two FO AST posts were converted into one TA AD post and one TA AST post.

Learning & Development

In 2025, F4E's Learning & Development (L&D) strategy continued to evolve as a catalyst for cross-collaboration, mindset transformation, and inclusive growth. F4E ensured flexible, accessible learning opportunities for all staff, fostering a culture of continuous development. Overall, 92% of F4E staff engaged in at least one learning activity, and 94% rated their experience as excellent or good, a testament to the relevance and quality of our programs.

The L&D approach extended beyond traditional training formats, through initiatives designed to:

- deliver targeted technical training initiatives to upskill teams, ensuring continuous learning and enabling staff to stay ahead in their field of expertise,
- strengthen collaborative mindsets and break down silos,
- build mutual trust and respect as foundational elements of our organisational culture.

Amongst the key initiatives rolled out in 2025:

1. **Driving impact across teams**

The *Driving Impact Across Teams* learning programme supported staff in enhancing collaboration and accountability in F4E's complex matrix environment. The programme was structured as a multi-month learning journey, focusing on behaviours and mindsets that enable effective cross-team cooperation and adaptability in periods of organisational change.

2. **Award-Winning Women's Leadership Development Programme**

The **second edition of F4E Women's Leadership Development Programme was a notable success, earning the EUAN D&I Award for Outstanding Initiative. This programme:**

- Empowered 18 participants, who reported significant growth in **their leadership capabilities and confidence.**
- Reinforced F4E's commitment to gender equity and inclusive leadership.
- **Served as a model for impact-driven D&I initiative within the EU agencies network.**

These achievements, together with F4E recent staff engagement survey results on Learning & Development, confirm that L&D continues to be recognised by staff as one of F4E's strengths. This represents a strong opportunity to further leverage learning as a driver of performance and a positive employee experience across the organisation.

Appraisal and Promotions

The 2025 Performance Dialogue exercise was launched on 15/01/2025 and the 2025 Promotion exercise was launched on 14/04/2025 resulting in a timely completion of the Performance Dialogue Exercise.

The 2025 Promotion exercise benefited from a clear implementation strategy that allowed for alignment and consistency at all levels. As every year communication efforts were made through different channels ensuring all actors understand clearly the framework and the steps, with all information made available on the intranet.

Traineeship Programme

Talent Attraction and Outreach

In 2025, F4E continued to implement initiatives aimed **at strengthening early talent engagement, increasing organisational visibility, and fostering partnerships with academic institutions and international organisations.**

IAEA Marie Skłodowska-Curie Fellowship Programme

As part of F4E's commitment to promoting **gender balance in STEM-related fields, throughout last year, three female trainees were recruited through the IAEA Marie Skłodowska-Curie Fellowship Programme. The selected trainees originate from Slovakia, Belgium, and Spain, contributing to increased international diversity within the traineeship programme.**

Collaboration with INOV Contacto

F4E started its collaboration with the Portuguese INOV Con**tacto programme, which enables young graduates with technical backgrounds to undertake internships at international organisations. In 2025, three Portuguese trainees joined F4E through this initiative (two female and one male), reinforcing cooperation with external partner organisations while bringing new perspectives and technical expertise to ongoing activities.**

Traineeship Renewals

F4E continued to support trainees through continuous mentoring and professional guidance, helping early-career professionals develop their skills and integrate into the organisation. In 2025, 29 out of 40 trainees were renewed, representing an 72.5% renewal rate, contributing to the continued development of a diverse early-career workforce.

Job Shadowing Programme (16–20 June 2025)

During June 2025, F4E organised a Job Shadowing Programme introducing secondary school students to the professional environment of an international scientific organisation, 21 students participated (11 from Lycée Français, including four girls, and 10 from Canigó School, all girls). Students explored different professional areas within F4E, including science, engineering, legal, human resources, and administration. A feedback survey received 12 responses (57.1% response rate) and will support improvements for future editions.

Career Fair Participation – Lund University

In 2025, F4E also participated in the career fair organised by Lund University, increasing organisational visibility among students and recent graduates while promoting traineeships and other early-career opportunities at F4E.

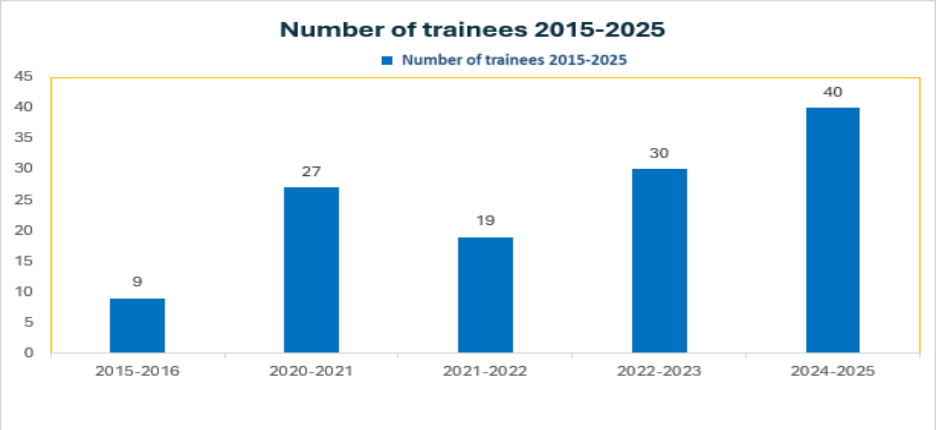


Table 7: Trainees evolution from 2015 to 2025

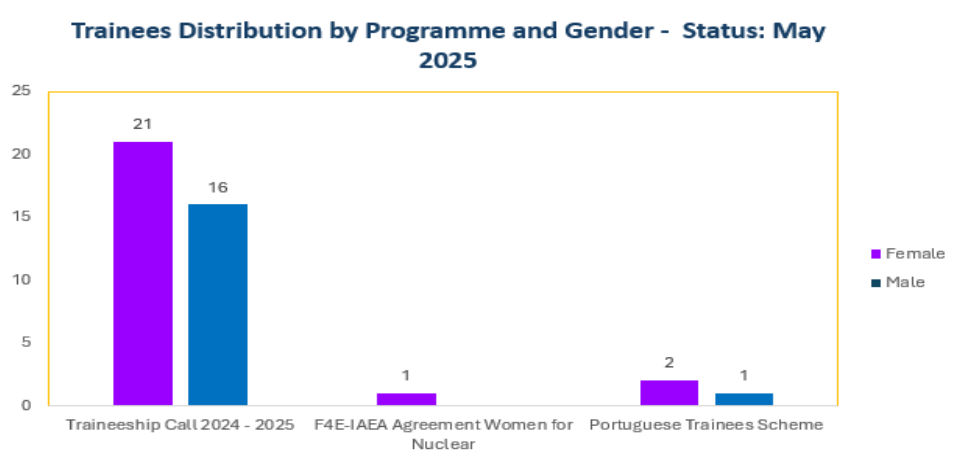


Table 8: Trainees Distribution by Programme and Gender

Diversity

Efforts continued across four key areas: mitigating unconscious bias in recruitment, ensuring inclusive outreach, communicating conditions relevant to women, and promoting development opportunities. Gender balance data at F4E as of 31 December 2025 is provided in the following tables:

Gender /	CA		FO		TA		Grand Total	
Category	Staff	%	Staff	%	Staff	%	Staff	%
Female	**82**	**54.7%**	**12**	**38.7%**	**67**	**27.3%**	**161**	**37.8%**
AD	N/A		6	19.4%	56	22.9%	62	14.6%
AST			6	19.4%	11	4.5%	17	4.0%
GFII	10	54.7%	N/A				10	2.3%
GFIII	44						44	10.3%
GFIV	28						28	6.6%
Male	**68**	**45.3%**	**19**	**61.3%**	**178**	**72.7%**	**265**	**62.2%**
AD	N/A		17	54.8%	155	63.3%	172	40.4%
AST			2	6.5%	23	9.4%	25	5.9%
GFII	2	45.3%	N/A				2	0.5%
GFIII	6						6	1.4%
GFIV	60						60	14.1%
Grand Total	**150**		**31**		**245**		**426**	

Table 9: Gender balance of staff in place on 31 December 2025

	2019		2020		2021		2022		2023		2024		2025	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Leadership Team (Women)	0	0.0%	1	14.3%	1	14.3%	1	25.0%	1	33.3%	2	40.0%	1	25.0%
Leadership Team (Men)	7	100.0%	6	85.7%	6	85.7%	3	75.0%	2	66.7%	3	60.0%	3	75.0%
Total	**7**		**7**		**7**		**4**		**3**		**5**		**4**	
Middle Management (Women)	4	16.0%	4	16.0%	5	20.0%	5	18.5%	5	22.7%	3	21.4%	5	25.0%
Middle Management (Men)	21	84.0%	21	84.0%	20	80.0%	22	81.5%	17	77.3%	11	78.6%	15	75.0%
Total	**25**		**25**		**25**		**27**		**22**		**14**		**20**	

Table 10: Evolution of gender balance in the Leadership and Middle Management Team

Geographical balance

Notwithstanding its efforts towards a better geographical balance of its workforce, attainment of this goal remains a challenge. In this respect, the relative over representation of Spanish nationals (39.4%) reflects the location of the F4E Headquarters in Spain. Italian nationals (16.9%) and French nationals (18.3%) are the next two most represented nationalities.

Capitalising on already launched initiatives short and long term, F4E worked on a strategy (eventually adopted in Q1 2026) aiming to achieve geographical balance within its workforce, ensuring fair representation of all EU Member States while upholding the principles of merit-based recruitment. F4E is committed to attracting, developing, and retaining a diverse and talented workforce by fostering inclusive recruitment practices, ongoing engagement, and professional growth opportunities for individuals from across Europe. Concrete actions include partnering with most widely used platforms like LinkedIn and Impactpool, building stronger alliances with national public agencies and networks, enhanced collaboration with universities and secondary schools, as well as targeted outreach activities, virtual and on-site. Geographical balance data at F4E as of 31 December 2025 is provided in the following tables:

Nationality	AD + CA FGIV		AST + CA FGII/FGIII		TOTAL	
	Number of staff	% of total staff in AD and FGIV categories	Number of staff	% of total staff in AST and FGII&FGIII categories	Number of staff	% of total staff
Belgium	7	2.2%	6	5.8%	13	3.1%
Bulgaria	3	0.9%	1	1.0%	4	0.9%
Croatia	1	0.3%	0	0.0%	1	0.2%
Czechia	2	0.6%	2	1.9%	4	0.9%
Estonia	1	0.3%	0	0.0%	1	0.2%
Finland	4	1.2%	1	1.0%	5	1.2%
France	64	19.9%	14	13.5%	78	18.3%
Germany	6	1.9%	6	5.8%	12	2.8%
Greece	6	1.9%	3	2.9%	9	2.1%
Hungary	6	1.9%	0	0.0%	6	1.4%
Ireland	6	1.9%	2	1.9%	8	1.9%
Italy	52	16.1%	20	19.2%	72	16.9%
Lithuania	0	0.0%	3	2.9%	3	0.7%
Netherlands	4	1.2%	0	0.0%	4	0.9%
Poland	5	1.6%	0	0.0%	5	1.2%
Portugal	10	3.1%	1	1.0%	11	2.6%
Romania	7	2.2%	1	1.0%	8	1.9%
Slovakia	1	0.3%	0	0.0%	1	0.2%
Slovenia	1	0.3%	0	0.0%	1	0.2%
Spain	127	39.4%	41	39.4%	168	39.4%
Sweden	3	0.9%	0	0.0%	3	0.7%
United Kingdom	6	1.9%	3	2.9%	9	2.1%
Grand Total	**322**	**100%**	**104**	**100%**	**426**	**100%**

Table 11: Geographical balance on 31 December 2025

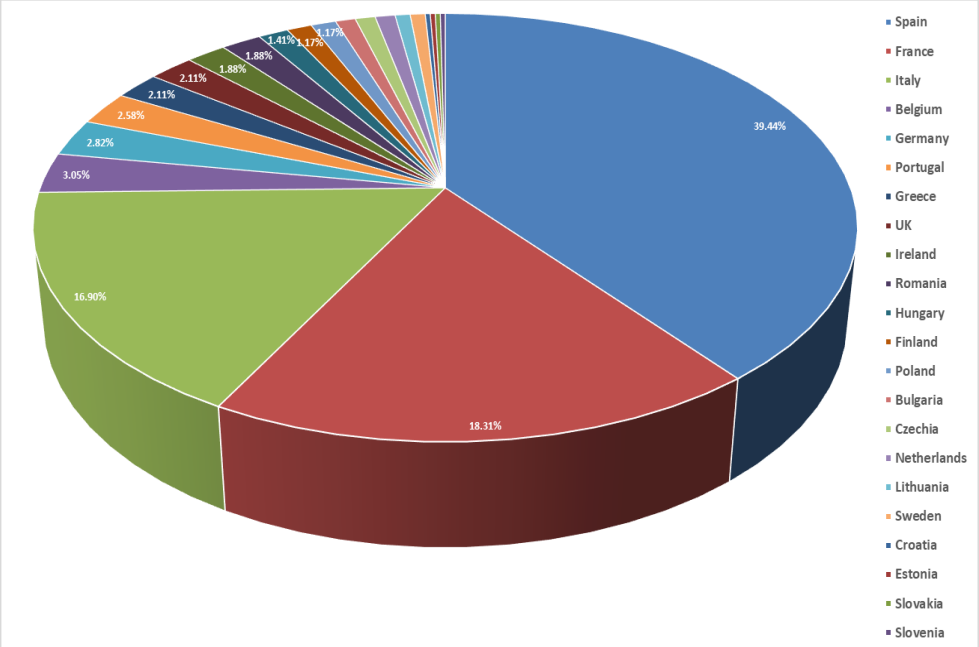


Table 12: Geographical distribution - All F4E staff

The Results of the Screening/Benchmarking Exercise

The benchmark is provided in Annex V and is based on a methodology and approach consistent with the Communication C(2014) 9641 from the European Commission on the reporting on Resources Management. According to this methodology, F4E staff is classified in different categories depending on the area of work. The rates per category represent the number of staff assigned to each activity out of the total number of staff (the results of the Screening/Benchmarking exercise can be found in Annex V.b Benchmarking Exercise). Some the key conclusions are:

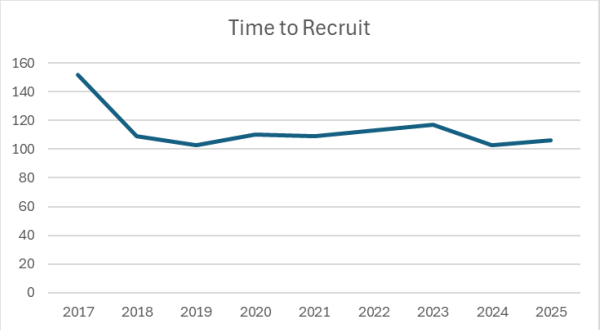
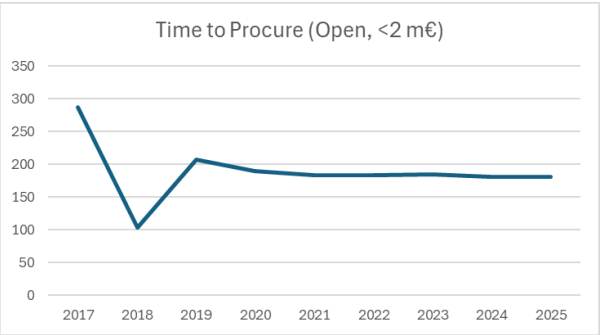
- 15% of the posts in F4E are assigned to **Administration Support and Coordination** functions, 75% belong to **Operational** functions and 10% are so called **Neutral functions**.
- Most of the Operational posts are found in the ***Programme Management and Implementation*** category. This represents approximately 66% of the total posts.

2.6 Strategy for efficiency gains

F4E manages its corporate improvement projects through the direction of its leadership team, monitoring the improvement results and proposing corrective actions if needed.

F4E uses, between other methods, the DMAIC (Define, Measure, Analyse, Improve, and Control) approach that forms part of the Lean Six Sigma methodology (a set of techniques and tools for process improvement). This ensures that processes are more efficient and effective to achieve efficiency gains. F4E measures results over a certain period with key performance indicators to confirm the positive trends, and corrective actions taken if needed to streamline F4E's core activities.

The following efficiency gains from a series of improvement projects show not only the gain but also the ability to sustain it over time:

Project Name	Achievements	Conclusion (objective vs achievement)
Time to recruit	Reduction of the average lead time to recruit, 30 % of efficiency gain: • Before (2017) = 152 days 2025 = 106 days	 Improvement project successfully completed in 2021 on the time to finalise a selection procedure from the vacancy notice preparation to the establishment of the reserve list of candidates. A systematic reporting thereon was also further developed with the introduction of an electronic recruitment tool.
Time to procure	Reduction of the average lead time to procure for open procedure below 2M EUR, 37 % of efficiency gain: • Before (2017) = 287 days 2025 = 181 days	 Improvement achieved on the time from approved Contract Procurement Strategy to contract signature. F4E has digitalised the procurement process, facilitating tender submission and management up to contract signature.
Time to sign and pay	Reduction of the average time to sign a contract following an open procedure below 2M EUR (from award to legal commitment), 29 % of efficiency gain: • Before (2017) = 41 days 2025 = 25 days	Financial Transactions – improvement achieved and good performance of the improved process for the time to sign and to pay.
	Reduction of average time to prepare the Technical Assessment Report, of the supplier deliverables related to a payment, 56 % of efficiency gain: • Before (2017) =16 days	Further financial modules are in place in the existing contract management electronic tool (DACC) to perform budgetary commitments, contract signature (legal commitments), supplier deliverable acceptance and payments.

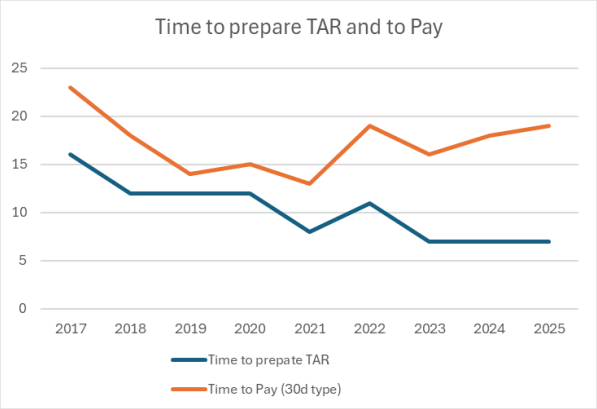
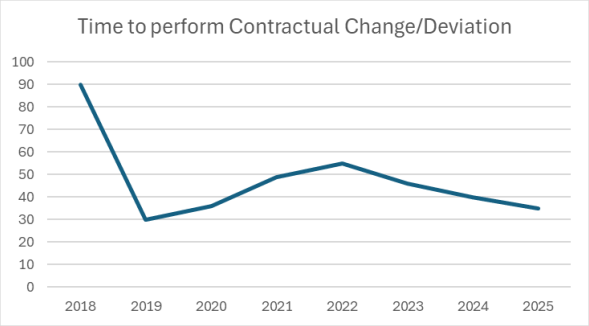
Project Name	Achievements	Conclusion (objective vs achievement)
	2025 = 7 days	
	Reduction of the average time to pay for the 30 days payment type by 17 %. • Before (2017) = 23 days 2025 = 19 days Reduction of the average time to pay for the 60 days payment type by 19%. • Before (2020) = 42 days 2025 = 31 days	 This is aligned with F4E's strategy to digitise all the core processes of the contractual cycle as the process reached a high maturity and efficiency level. F4E envisages further developments and improvements to the documentation exchange with suppliers.
DACC (Deviation, Amendment and Contract Changes) tool	Reduction of the average time to perform a contractual change or deviation, 61 % of efficiency gain: • Before: 90 days End of 2025: 25 days	 F4E added an additional scope of contract signature in April 2020 to provide F4E with business continuity during the Covid-19 pandemic. All Deviations and Contract changes are being performed through DACC as well as all operational contracts signatures.

Table 13: Overview of Improvement Projects

2.7 Assessment of audit and ex-post evaluation results during the reporting year

Internal Audit Service (IAS)

The Internal Audit Service (IAS) of the European Commission carried out an **audit on Management of Contract Amendments.**

The **objective** of the audit was to assess the adequacy of the design and the effective and efficient implementation of the governance, risk management and control processes for managing contract amendments in F4E.

The **scope** of the audit was to cover the processes for launching, reviewing and approving contract amendments, in particular:

- F4E's policies, procedures and controls relating to the management of contract amendments, including automated controls (but excluding payment execution).
- working arrangements and cooperation with the IO regarding contract amendments.
- relations with suppliers as regards contracts amendments.
- monitoring and reporting processes.

The auditors acknowledged F4E's efforts to improve contract amendment efficiency, particularly highlighting how the Procurement and Contract Management (PaCO) team and Digital Transformation Unit (DTU) streamlined processes using the DACC IT tool. The data from PaCO and DTU have helped other departments reduce workflow delays and have led to overall improvements in contract amendment efficiency.

The IAS concluded that the management and control system put in place by F4E for the contract amendment process is adequately designed and effectively and efficiently implemented in line with the applicable rules.

The IAS issued their final report with 3 recommendations, all 3 rated as Important: 1 related to the procedural framework, 1 in monitoring the Project Change Requests and the 3rd related to Lessons learned from the implementation of Contract Amendments.

F4E prepared an action plan agreed with the IAS that included a total of 7 actions in response to the above recommendations. The current target date for implementation of the action plan is December 2026.

In July 2025 it finalized a **follow-up on the audit on Human Resources management and ethics**, concluding:

- Recommendation 1 (Very Important) on HR strategy and HR needs was deemed partially implemented (in areas of strategy, strategic workforce action plan, Learning & Development, staff mobility, sensitive posts) but some work remained to be done on needs assessment and backup arrangements. The grading was reduced from "Very Important" to "Important".

- Recommendation 2 (Very Important) on use of ESPs was deemed partially implemented (in areas of ESP pre-procurement strategy, policy and onboarding process, NDAs/CoIs, contract management system) but some work remained to be done to integrate all future contracts in the digital tool to manage contracts and complete the ESP dashboard. The grading was reduced from “Very Important” to “Important”.
- Recommendation 3 (Important) on appraisals and promotions was deemed fully implemented and therefore closed.
- Recommendation 4 had been previously closed in February 2025. Their follow-up concluded that it had been adequately and effectively implemented and was therefore closed.

The status of implementation of the IAS audit actions is set out in section 2.8 a Follow up of recommendations and action plans for audits and evaluations of this report.

Annual Report of the IAS

Article 78(7) of the F4E Financial Regulation provides that, beyond reporting on its findings and recommendations in audit reports, *"the internal auditor shall also report to the Governing Board, or where the Constituent instrument allows it, a body delegated by the Governing Board and to the Director in any of the following cases:*

- *Critical risks and recommendations have not been addressed.*
- *There are significant delays in the implementation of the recommendations made in previous years.*”

As the Internal Audit Service (IAS) mentions in their contribution to the 2025 Consolidated Annual Activity Report of F4E, there are two significantly delayed recommendations that were still open on 31 December 2025 (albeit downgraded from Very Important to Important), regarding the IAS Audit on Human resources management and ethics:

Recommendation No and Title	Unmitigated Risk	Category (C/VI/I)	Original impl. date	Delay (mths) at 31.12.2025	Revised date of impl.	Expected delay (mths)
Recommendation No 1: HR strategy and HR needs assessment at F4E’s level ([6])	Risk of ineffective and inefficient use of resources if the workforce planning exercise is not timely completed.	Important	31/03/2025	9	30/09/2026	18 months
Recommendation No 2: Use of External Service Providers ([7])	Risk of not being able to manage, administer and report on the utilization of External Service Providers (ESP) if the contract management system does not cover all ESP specific contracts and if the External Resources Dashboard is not completed.	Important	31/12/2024	12	20/02/2026	13,5 months

Table 14: Open recommendations on 31 December 2025

Internal Audit Capability (IAC)

In 2025, F4E's Internal Audit Capability (IAC) performed three main assurance engagements:

• the Validation of User Access Rights in ABAC and in DACC,

• the audit of the Diagnostics Programme (initiated in 2024)

• the audit of the effectiveness of F4E's risk management.

The Validation of User Access Rights in ABAC and in DACC resulted in five specific observations leading to five recommendations, one of them rated as "very important". The audit on the Diagnostics Programme resulted in six very important recommendations, two of which were specific to the Programme. The audit on the effectiveness of F4E's risk management resulted in seven very important recommendations. Reports have been presented to the F4E Leadership Team, action plans have been received, and their implementation will be reviewed upon their deadlines.

Additionally, IAC performed quarterly follow-up activities in 2025 for six engagements (Ecosys, Nuclear Safety, Vacuum Vessel Contract, Digitalisation and Cybersecurity, Administrative Procurement and Contract Management, Magnets Unit lessons learned), leading to the closing of 18 actions and of three audits (Ecosys, Vacuum Vessel Contract, Digitalisation and Cybersecurity). Eight very important recommendations remained open as of year-end, five of which were not due at that date.

IAC's opinion on the overall system of internal control is provided based on the nature and scope of the work of the IAC performed during the year 2025. As an outcome, IAC's overall opinion is that, while acknowledging a comprehensive setup of internal control standards, the existence of numerous procedures and a significant number of assessments of its compliance with applicable regulations, the organisation's internal controls are "analysed and managed", meaning that further opportunities remain for control optimisation and integration within the functional area.

European Court of Auditors (ECA)

In October 2025, the European Court of Auditors (ECA) adopted the final Annual report on the EU Joint Undertakings for the financial year 2024.

The 2024 report is structured in three Chapters, where Chapter 1 describes the Joint Undertakings, and the nature of the audit performed by the Court, Chapter 2 presents the overall result of the audit and an analysis of the areas that need improvement by each Joint Undertaking. Finally, Chapter 3 contains, for each of the JUs, a statement of assurance with the opinions and observations on the reliability of their accounts and the legality and regularity of the underlying transactions.

The ECA provides a reasonable assurance for the implementation of the budget of F4E, concluding that:

- the accounts of the JU for the year ended 31 December 2024 present fairly, in all material respects, the financial position of the JU at 31 December 2024, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.
- revenue and payments underlying the accounts for the year ended 31 December 2024 are legal and regular in all material respects.

Emphasis of matter

The ECA Annual Report includes an 'Emphasis of Matter' raising awareness on the following:

- *"We draw attention to note 6.4.2 to the JU's 2024 annual accounts, in which the total cost for completing its delivery obligations for the ITER project ("estimate at completion") is assessed at €25.8 billion (at 2024 values). This estimate reflects a cost increase resulting from the revised ITER baselines, which were proposed by ITER-IO in July 2024 but have not yet been formally adopted by the ITER Council".*
- *We draw attention to point (d) in the introductory part of the JU's 2024 annual accounts ("Impact of international situation"), which describes the significant and protracted inflationary impact which supply chain issues triggered by COVID-19 and the war of aggression against Ukraine have had on F4E's operations. F4E estimates that the total impact on its estimate at completion will be €246 million (at 2008 values)."*

The ECA concludes that their opinion is not modified in respect of these matters.

Observations of current and previous years

The 2024 report contained nine observations which do not affect the overall statement of assurance. F4E has enhanced its system of internal control in the areas reported by the ECA and has implemented actions in response to two of these nine observations. The remaining ones do not require any specific action from F4E as they are either factual or descriptive observations.

The report also reports on the status of previous years observations; it considered as in progress one observation from 2019, one from 2021, one from 2022 and four from 2023. During 2025, F4E has duly addressed these observations that can be considered now as closed.

The following table provides an overview of these observations:

ECA – Annual Report on F4E's 2024 Accounts

Status of Observations

Area		Open	Closed	No Action	Total
Observations on other issues: The 2024 revision of the ITER baselines has considerably increased F4E's exposure to risk and this is not adequately shown in its risk register			1	5	**6**
Observations on legality and regularity of transactions				1	**1**
Observations on the management and control systems: Weaknesses in F4E's risk management system and IT tool			1	1	**2**
TOTAL from 2024			**2**	**7**	**9**
Follow-up of previous years´ observations					
2019/2023	Management of External Service Providers (ESPs)		1		**1**
2021/2023	Risks in relation to the use of ESPs		1		**1**
2022	Risks posed by known significant events (revision of baseline)		1		**1**
2022/2023	Low implementation rate for operational commitments		1		**1**
2022/2023	F4E's senior management is in a state of transition		1		**1**
2023	Annual accounts still based on 2016 baseline		1		**1**

2023	Policy on sensitive functions		1		**1**
2023	Temporary Staff on indefinite contracts		1		**1**
2023	IAC use of Risk Management Information		1		**1**
Total from previous years			9		9
GRAND TOTAL			**11**	**7**	**18**

Table 15: Observations and actions taken by F4E

2.8 a Follow-up of recommendations and action plans for audits and evaluations

The status of the implementation of the internal audit action plans as of 31 December 2025 is as follows:

AAR2025		ACTION PLAN							
Audit Name	Audit Source	Actions	Not Started	In Progress	Implemented	Ready for Review	Cancelled	Obsolete / Suspended	Implemented %
Action plans issued before 2025									
Nuclear Safety Management	IAC	24	0	1	23	0	0	0	96%
ECOSYS - Systems and Controls ensuring reliability of financial planing data	IAC	28	0	0	26	0	0	2	100%
Vacuum Vessel contract	IAC	17	0	0	17	0	0	0	100%
Corporate Governance Audit	IAC	14	0	0	12	0	0	2	100%
Delegations and efficiency of decision making	IAS	19	0	0	19	0	0	0	100%
Audit of Digitalisation and Cybersecurity	IAC	16	0	0	14	0	2	0	100%
Audit of Administrative Procurement and Contract Management	IAC	15	0	1	14	0	0	0	93%
Audit on human resources management and ethics	IAS	20	0	2	17	1	0	0	85%
total before 2025		153	0	4	142	1	2	4	97%
Action plans issued in 2025									
Audit of the Magnets Unit	IAC	11	0	3	8	0	0	0	73%
Audit on Contract Amendments	IAS	7	0	6	0	1	0	0	0%
Audit of the Diagnostics Programme	IAC	32	16	2	0	14	0	0	0%
total from 2025		50	16	11	8	15	0	0	16%
TOTAL PORTFOLIO		**203**	**16**	**15**	**150**	**16**	**2**	**4**	**56%**
			8%	**7%**	**74%**	**8%**	**1%**	**2%**	

Table 16: Overview of implementation of action plans per Audit

** Implemented % is equal to the number of actions implemented per total number of actions that can be executed (Cancelled, Obsolete and suspended actions are not considered)*

F4E's portfolio includes eight action plans issued before 2025, for which the implementation rate has reached 97%, and three action plans from 2025, already implemented at 16%.

Of the 11 action plans in F4E's portfolio, five had been fully implemented from a management point of view. They were subject to a follow-up by the auditor during 2025 and the beginning of 2026 with a positive result considering that all actions were effectively implemented and therefore considering these five audits as closed.

More focus in the implementation of audit actions

During 2025 the F4E leadership team continues its focus on the implementation of audit actions, by monthly reviewing the status of implementation of all the actions, monitoring any delay and prioritizing actions and / or allocation of resources when needed.

2.8 b Follow-up of recommendations issued following investigations by OLAF

F4E contributed to inter-agency efforts on anti-fraud and ethics, including the development of a cooperation arrangement with OLAF, and is actively addressing relevant OLAF recommendations.

Follow-up of observations from the discharge authority

For the financial year 2023, the European Parliament (EP) granted, in its plenary session of May 2025, the Discharge in respect of the implementation of the budget to F4E and the closure of its accounts. They issued 17 observations impacting F4E, nine of them specific to F4E and eight observations shared with other Joint Undertakings, in the following areas:

- Persistent concerns on ITER cost and schedule risks, with the 2023 accounts still based on an ITER baseline under revision and uncertainty on the impact on future EU contributions.
- Under-implementation of the F4E budget, leading to medium risk to budget management.
- Governance, human resources and organisational sustainability challenges, including reorganisation and intensified scrutiny of the working environment and staff well-being.
- Reinforced concerns on internal control, ethics and HR sustainability, notably the absence of a policy on sensitive functions and the heavy reliance on external service providers, seen as a structural risk for knowledge retention, workforce planning and control.

In September 2025, F4E submitted a report to the EP on the measures taken in the light of the observations accompanying the EP's discharge decision for 2023, in accordance with Article 107 of the F4E Financial Regulation. Out of the 17 observations of the European Parliament concerning

F4E, three required no action as they are either factual or descriptive observations, 10 were reported as “Implemented” and the remaining four as “Ongoing”.

F4E has acted in the meantime to address these observations, closing three during 2025. The remaining observation concerns the setting up of a methodology for assessing its aggregate human resources needs, and its needs for external service providers.

F4E has been driving various improvement initiatives in the ambit of resource planning and management to mitigate the risks and address the audit recommendations in relation to the external service providers (ESPs). The only remaining action that is currently being tackled by F4E concerns the enhancement of the methodology for assessing its overall staff needs through a Resource Loaded Plan (RLP).

In its meeting of July 2025, the F4E Governing Board expressed its satisfaction on the actions taken on the control and monitoring of ESP and associated risks. It decided to create and ad-hoc working group with external experts to assess and benchmark the use of ESPs in F4E. The group concluded that in general, the figures for ESPs in F4E can be considered reasonable and within a normal range of similar engineering projects and seem to respond to actual requirements of the project.

The F4E Governing Board noted the report from the working group and requested F4E to implement the findings and recommendations and provide an update, including a first version of a RLP to be approved by the GB in July 2026.

A RLP methodology has been presented to the Bureau with the following timeline and key deliverables:

- A first draft RLP report for ITER activities (2027–2031) that has been presented to the Extraordinary Governing Board of April 2026.
- Submission of SPD 2027–2031 including the resource allocation table and ESPs trajectory by 30 June 2026 and
- Full RLP report for the entire project duration by 30 September 2026.

2.9 Environment Management

F4E strives to reduce its carbon footprint across all life cycle stages and offsets remaining emissions through environmental projects. In early 2025, F4E worked with an expert of the European Institute of Innovation and Technology to assess the requirements for a draft sustainability strategy, review existing standards, and begin benchmarking against other EU agencies.

F4E is currently developing a multi-annual supply chain sustainability roadmap and hosted its first Supply Chain Sustainability Day in 2025. This event fostered dialogue with our supply chain. Through a participatory leadership exercise, F4E received tangible input from its supply chain on how to best address supply chain sustainability in procurement and contract management.

In 2025, F4E also organized a workshop with Big Science Organizations like CERN and ESA to exchange best practices on sustainability, amongst others. F4E has also joined the EIROforum Working Group on Sustainability. Our goal is to gradually incorporate environmental sustainability requirements - such as sustainable materials, recycling, waste disposal, and manufacturing energy cost - in all our procurements. F4E's stepwise approach has been recognized by its peers as good practice to balance competitiveness with sustainability.

F4E takes daily steps to reduce its carbon footprint at its premises. For instance, closing buildings during long holidays is part of their larger sustainability plan, consistent with EU agencies and Commission building policies. The three-week closure in August 2024 proved successful, leading to an even longer closure planned for 2025 to increase savings. This strategy is designed to lower energy use from lighting, HVAC systems, and equipment, as well as support employees' work-life balance.

In addition, F4E has maintained its LEED Gold certification for sustainability at its Barcelona offices and regularly collaborates with the Building Management team there to improve energy efficiency in areas such as air conditioning and ventilation. Efforts also include installing charging stations for electric vehicles to encourage greener mobility.

2.10 Assessment by Management

Based on the information set out in the preceding sub-sections, management achievements during the reporting year demonstrate a continued focus on the effective and orderly implementation of the organisation's mandate. The actions undertaken contributed to ensuring operational continuity, the delivery of planned activities, and the maintenance of the internal control framework in line with applicable requirements.

Progress reported across the various domains reflects management's efforts to address identified risks, implement planned improvements, and follow up on recommendations from audits and assessments. Where challenges or constraints were identified, mitigating measures were defined and applied, with appropriate monitoring arrangements in place.

Overall, the results achieved confirm that management has exercised its responsibilities in a manner consistent with the principles of sound financial management, proportionality, and accountability, based on the evidence presented in the previous sections.

Part II. (b) External Evaluations

External evaluations remained an important element of F4E's governance and accountability framework in 2025. In line with the April 2018 Council Conclusions, the European Commission interim evaluation of F4E, which the Governing Board had agreed should constitute the 12th annual assessment of F4E, was finalised and issued in 2025. The evaluation examined the implementation of the amended Council Decision establishing F4E and assessed effectiveness, efficiency, relevance, coherence, EU added value and acceptability. It confirmed the continued relevance of ITER and the clear added value of the EU contribution, while identifying areas for improvement related to organisational efficiency, reporting burden, integration with the ITER Organization, knowledge transfer, and the broader coordination of the European fusion landscape.

To meet the Council's request for 2025, F4E progressed the 13th Annual Assessment on the socio-economic impact of its activities on the EU economy and European industrial competitiveness. Following approval of the Terms of Reference by the Governing Board in December 2024, the study was procured through an open procedure and awarded to a consortium composed of CSIL, Trinomics and Cambridge Econometrics. Covering the period 2018–2024 and all EU Member States plus Switzerland, the study found that nearly EUR 5.6 billion in F4E-related spending generated an estimated EUR 5.95 billion in Gross Value Added and around 39,000 job-years. It also found positive effects at firm level, notably in skills, technical know-how, visibility and new partnerships, and highlighted broader impacts in research and innovation. Preliminary findings were presented to the Governing Board in July 2025 and the final findings in December 2025, where the Board welcomed the report's positive conclusions.

The Final Report has been transmitted to the Council of the European Union and the European Parliament and subsequently made available online [11].

11 Europe's economy benefits from F4E activities according to new study - Fusion for Energy

Part III Assessment of the effectiveness of the internal control systems

3.1 Effectiveness of internal control systems

The 'F4E Management and Internal Control Standards' (MICS) mirror the 2017 European Commission Internal Control Framework covering the five components: control environment, risk assessment (including risks of fraud), control activities, information and communication and monitoring activities. It contains the below 20 standards:

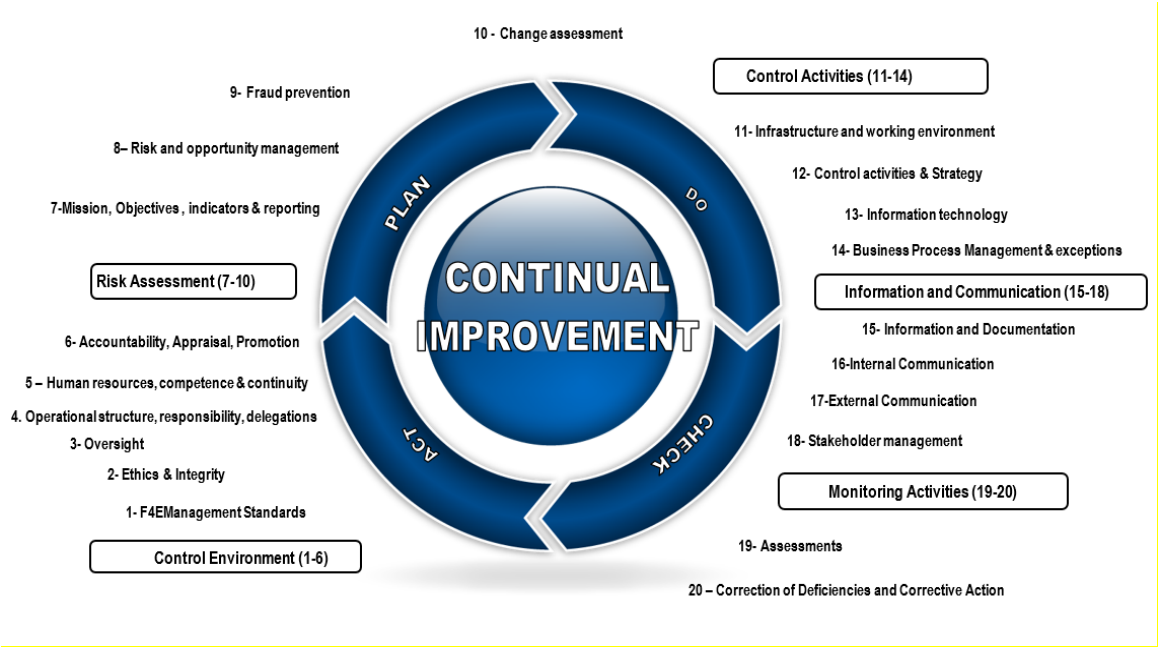


Figure 99: F4E Management and Internal Control Standards (MICS)

Monitoring criteria, comprising baselines, indicators and targets for measuring the effectiveness of the implementation of the MICS were also introduced with the aim of facilitating the identification of any deficiencies in the internal control system as part of the overall procedure for conducting the Internal Control System annual self-assessment.

F4E has followed a step-by-step approach on the identification of strengths and weaknesses of its Internal Control System based on any deficiencies identified in the functioning of the MICS and formulated corresponding corrective actions, leading to the conclusions for the establishment of the Director's Declaration of Assurance and reporting in the CAAR.

Actions undertaken during the year to respond to the priority areas identified in the 2024 CAAR

In last year's Consolidated Annual Activity Report, F4E concluded the following: *'All the MICS are operating together in an integrated manner. As a combination of several moderate deficiencies exists, it can be concluded that the system is effective with some improvements needed.'*

The detailed status of implementation of the 2024 corrective action plan is as follows:

MICS	CATEGORY	DEFICIENCY	CORRECTIVE ACTION	STATUS
MICS 4: Operational Structure, Responsibility, Delegations and Reporting lines	MODERATE deficiency	F4E has actively monitored and mitigated risks related to the reorganization and the change in the Leadership Team, no significant impact/disruption happened so far, showing the resilience of our processes. However, the detailed RASCI (Responsible, Accountable, Support, Consulted, and Informed) matrix is currently being reviewed and adapted to the new organization, and the underlying processes will need to be reviewed accordingly. This impacts also MICS 14 Business Process Management	1) Detailed RASCI matrix and underlying processes will be reviewed during 2025 2) Implement action in response to IAC audit on Administrative Procurement.	1) Detailed RASCI implemented. Underlying processes are being reviewed as part of the PUMP project, an initiative to strengthen F4E's Quality Management System by making it clearer, more consistent and better aligned with modern working practices. It supports the F4E reorganisation, the RASCI matrix and staff feedback, building on the work of the Simplification Working Group and the 2024 Task Force. PUMP focuses on updating policies and processes by their owners and clearly communicating changes to improve transparency, usability and day-to-day support for staff. Target dates for completion: Phase 1 (alignment of all QM docs) -> July 2026. Phase 2 (Modernization) -> May 2027 2) Action not yet implemented, current target date Mid 2026.
MICS 5: Human Resources, Competence & Continuity	MODERATE deficiency	The IAS audit on Human Resources Management and Ethics identified some risks that F4E has been addressing during 2024 and the beginning of 2025, in the area of HR Strategy (including Learning and Development) and the use of External Service Providers (ESPs). Human resources has been a key player in securing the reorganization. The vacancy rate at the end of 2024 was 4.8%.	1) The remaining actions on workforce planning and allocation and enhancing the controls on the use of ESPs will be finalized by September 2025. 2) Situation will be stabilized in 2025 there will be an improvement of the vacancy rate.	1) The report from the Working Group on External Service Providers (ESPs), mandated by the F4E Governing Board, concluded that in general, the figures for ESPs in F4E: • can be considered reasonable and within a normal range of similar engineering projects; • seem to respond to actual requirements of the project; It recommended to develop a more detailed resource-loaded planning. A Resource Loaded Plan (RLP) methodology has been agreed with the Governance with the following timeline and key deliverables: 1) A first draft RLP report for ITER activities (2027–2031) has been

				presented to the Extraordinary Governing Board of April 2026. 2) Submission of SPD 2027–2031 including the resource allocation table and ESPs trajectory by 30 June 2026 and 3) Full RLP report for the entire project duration by 30 September 2026 All actions in response to the IAS audit on Human Resources Management and Ethics have been implemented satisfactorily except for the workforce planning and allocation that is going to be fully addressed through the Resource Loaded Plan (RLP). 2) Vacancy rate at the end of 2025 decreased to 4.3 %.
MICS 6: Accountability, Appraisal and Promotion	MODERATE deficiency	The IAS audit on Human Resources Management and Ethics identified some risks in this area.	F4E has already improved the appraisal exercise for 2024. During 2025 it will address the remaining action on properly informing all the staff members on the revised job descriptions.	All actions in response to the IAS audit on Human Resources Management and Ethics have been implemented satisfactorily.
MICS 7 - Mission, Objectives, Indicators and Reporting	MODERATE deficiency	The IAS audit on Human Resources Management and Ethics identified some risks in this area.	The staff objectives for 2025 will be SMART (specific, measurable, achievable, relevant, and time-bound) in response to the IAS recommendation.	All actions in response to the IAS audit on Human Resources Management and Ethics have been implemented satisfactorily.
MICS 8: Risk and Opportunity Management	MODERATE deficiency	ECA has issued an observation to improve the risk management process and the sharing of information between the IAC and Risk Function.	Implementation of actions in response to ECA and improved monitoring of risks.	All actions in response to the ECA in t relation to an improved monitoring of risks have been duly implemented.
MICS 12 - Control Activities and Strategy	MODERATE deficiency	Internal Control Strategy should be updated after the reorganization and aligned with the update to the RASCI matrix (see MICS 4). In addition, there are some corrective actions in response to internal auditors, external assessors' recommendations and to non-compliances.	1) Update Internal Control Strategy 2) Implement actions in response to internal auditors, external assessors and non-compliances.	1) Internal Control Strategy has been updated. 2) F4E has continued implementing actions in response to internal auditors, external assessors and non-compliances.

MICS 13 - Information Technology	MODERATE deficiency	3 actions are planned to comply with the EU Cyber Security Regulation.	Implement actions in response to IAC audit on Digitalisation and Cybersecurity. These are regularly followed up by the Leadership Team and presented to the Audit Committee	All actions have been implemented.
MICS 14 - Business Process Management and Exceptions	MODERATE deficiency	The detailed RASCI matrix is currently being reviewed and adapted to the new organisation (see MICS 4).	Alignment and simplification of actual processes (stepped approach) will be carried out during 2025.	Detailed RASCI implemented. Underlying processes are being reviewed as part of the PUMP project, please see above further details.
MICS 19 - Assessments	MODERATE deficiency	Internal Control Strategy not updated with recent organizational changes (see MICS 12)	Update Internal Control Strategy	Internal Control Strategy has been updated.

Table 17: Actions undertaken during the year to respond to the priority areas identified in the 2024 CAAR

Overview table 2024 and 2025		2024	2025
MICS 1	**F4E Management and Internal Control Standards**		
MICS 2	**Ethics and Integrity**		
MICS 3	**Oversight responsibility**		
MICS 4	**Operational Structure, Responsibility, Delegations and Reporting lines**		
MICS 5	**Human Resources, Competence & Continuity**		
MICS 6	**Accountability, Appraisal, Promotion**		
MICS 7	**Mission, Objectives, Indicators and Reporting**		
MICS 8	**Risk and Opportunity Management**		
MICS 9	**Fraud Prevention**		
MICS 10	**Change Assessment**		
MICS 11	**Infrastructure and work environment**		
MICS 12	**Control Activities and Strategy**		
MICS 13	**Information Technology**		

MICS 14	**Business Process Management and Exceptions**		
MICS 15	**Information and Documentation**		
MICS 16	**Internal Communication**		
MICS 17	**External Communication**		
MICS 18	**Stakeholder Management**		
MICS 19	**Assessments**		
MICS 20	**Correction of Deficiencies and Corrective Action**		

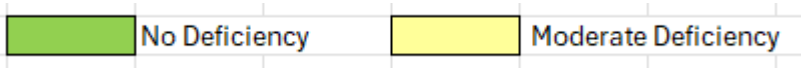


Table 18: Overview of MICS assessment for years 2024 and 2025

Methodology for the Internal Control System annual assessment for 2025

F4E implements its specific procedure for conducting its annual assessment. This includes:

I. Assessment of the Internal Control Monitoring Criteria;

II. Analysis of sources available in RAPID (F4E's database to follow-up actions): ECA annual report, assessments of External Assessors, audit reports from IAC and IAS, actions proposed for exceptions and non-compliances and Anti-Fraud Strategy action plan;

III. Other sources: Corporate Risk and Opportunity register, Declarations of Assurance of the Responsible Authorising Officers (RAOs), inputs by assurance providers and senior managers responsible for each of the MICS, weaknesses reported by Staff;

IV. Preliminary assessment made by the Internal Control Coordinator with a conclusion per MICS and on the Overall System;

V. Workshop for Leadership Team endorsement; and,

VI. Determination of the Severity of Deficiencies per MICS and proposal of corrective actions;

VII. Preparation of the Director's Declaration of Assurance and CAAR.

The corrective actions proposed as a result of the assessment will be regularly monitored by the Leadership Team and the Assurance Network.

Classification of the MICS resulting from the assessment and corrective actions

The following classification has been applied to determine the severity level of the deficiency.

Category	Definition
Effective, functioning well – Minor corrective actions	The MICS is present and functioning well, in some cases minor corrective actions are needed.
Effective with moderate deficiencies – Moderate corrective actions	The MICS is present and functioning but some moderate corrective actions are needed.
Partially Effective – Major corrective actions	The MICS is partially present and functioning, major corrective actions are needed.
Not Fully Effective – Critical corrective actions	The MICS is not fully present and functioning.

On the level of the MICS

The results of the assessment and a corrective action plan for 2025 were endorsed as follows:

- 14 MICS have been identified as effective and functioning well.
- 6 MICS have been identified as effective with moderate deficiencies.

Below is a summary of the MICS identified as having moderate deficiencies, with a detail of the deficiencies and the corrective actions.

MICS	CATEGORY	DEFICIENCY	CORRECTIVE ACTION
MICS 2: Ethics and Integrity	MODERATE deficiency	Evidence from the 2025 Staff Engagement Survey and the Ekilibre assessment indicates that further action is needed to reinforce management culture, exemplary behaviour, and clarity of expectations regarding appropriate conduct. In particular, the Ekilibre assessment highlights a perceived lack of exemplary behaviour and impunity in some situations, as well as the need to clarify roles and responsibilities in prevention and handling arrangements. Taken together, these elements point to a need to further strengthen tone at the top and alignment with expected standards of conduct.	Action plan in response to SES2025 and the Ekilibre assessment in the areas identified.
MICS 5: Human Resources, Competence & Continuity	MODERATE deficiency	Staff Engagement Survey (SES2025) has identified some improvements needed in relation to the workload. The vacancy rate was above the target.	Action plan in response to SES2025 in the area of Workload. A Resource Loaded Plan (RLP) methodology has been presented to the Bureau with the following timeline and key

		The report from the Working Group on External Service Providers (ESPs), concluded that in general, the figures for ESPs in F4E can be considered reasonable and within a normal range. It recommended to develop a more detailed resource-loaded planning.	deliverables: 1) A first draft RLP report for ITER activities (2027–2031) has been presented to the Extraordinary Governing Board of April 2026. 2) Submission of SPD 2027–2031 including the resource allocation table and ESPs trajectory by 30 June 2026 and 3) Full RLP report for the entire project duration by 30 September 2026.
MICS 8: Risk and Opportunity Management	MODERATE deficiency	IAC audit on Risk Management resulted in several Very Important recommendations. The Risk Management system at F4E has been improved during 2025.	Implementation of the action plan in response to it, as agreed with the IAC.
MICS 12 - Control Activities and Strategy	MODERATE deficiency	There are some corrective actions in response to internal auditors, external assessors' recommendations and to non-compliances.	Implementation of the actions.
MICS 14 - Business Process Management and Exceptions	MODERATE deficiency	All processes are currently being reviewed in the context of the PUMP initiative.	Implementation of the PUMP project, with the following target dates: 1) Phase 1 (alignment of all QM docs) -> July 2026. 2) Phase 2 (Modernization) -> May 2027
MICS 16 - Internal Communication	MODERATE deficiency	According to SES, areas of attention are transparency and communication cascades and information flow.	Action plan in response to SES to reinforce Leadership proximity, Communications and Transparency.

Table 19: MICS identified with moderate deficiencies

In the 2025 assessment, MICS 4 ‘Operational Structure, Responsibility, Delegations and Reporting Lines’ is not assessed as presenting a moderate deficiency, despite the corrective action plan resulting from the 2024 assessment not being fully implemented. This conclusion reflects that the main weakness previously identified—namely the update of the RASCI matrix—has been implemented. The remaining actions are considered to have a limited impact on the functioning of the standard. Nevertheless, F4E continues to closely monitor the completion of these actions.

On the level of the Components

The Monitoring Activities component is assessed as present and functioning effectively. The remaining four components—Control Environment, Risk Assessment, Control Activities, and Information and Communication—are assessed as present and functioning, but improvements are needed.

Within Control Environment, two MICS are assessed as presenting moderate deficiencies, and within Control Activities, two MICS are assessed as presenting moderate deficiencies. Taking into account the mitigating measures already implemented, and based on professional judgement, these components are considered to be present and functioning, but improvements are needed.

On the level of the System

All the MICS and Components are operating together in an integrated manner. As a combination of moderate deficiencies exists, it can be concluded that the system is effective with some improvements needed. See above the detail of the deficiencies identified for each of the MICS and the proposed corrective actions.

Anti-Fraud Activities

In 2025, F4E continued to implement the Action Plan under its the Anti-Fraud Strategy 2024–2027. This Action Plan builds on earlier measures with a stronger focus on fraud prevention and detection, providing a structured anti-fraud approach. All actions under the 2025 Anti-Fraud Action Plan were closely monitored and tracked through internal systems, with progress regularly reported to F4E's management and governance bodies.

Throughout the year, F4E promoted fraud awareness and ethical conduct among staff. Targeted guidance and training were provided, especially for personnel with responsibilities in the areas of procurement, contract management, finance and human resources. Regular awareness initiatives, including induction sessions for new staff, reinforced a culture of integrity across the organisation. Given F4E's specialised operating context, a dedicated organisation-wide workshop was held in cooperation with OLAF to sensitise all staff on issues of F4E relevance.

Ethics Activities

In 2025, F4E maintained its commitment to ethics and conflict-of-interest prevention. Clear ethics guidelines are readily accessible online to all staff. The Ethics Officer provided training and support on handling declarations of interest. All F4E personnel were required to submit an annual declaration of interests, which is tracked through a digital database to ensure transparency and follow-up across the organisation.

F4E began updating its Charter of Engagement to reflect evolving organisational priorities and to strengthen alignment with F4E's mission and values. The Charter articulates the organisation's core values and expected standards of professional conduct and serves as a practical guide for staff, promoting ethical behaviour, mutual respect and accountability across the organisation. This tool empowers employees to address concerns constructively and sustains a positive workplace that supports F4E's mission.

Protection of Personal Data

In 2025, F4E strengthened its data protection framework through targeted actions to enhance compliance and operational efficiency. A new procedure for data erasure was introduced, ensuring consistent and secure deletion of personal data in line with retention rules. Moreover, F4E put in place a structured process for handling data subject requests, supported by practical guidance to improve response quality and timeliness.

Updated templates for Privacy Notices and Records of Processing Activities improved documentation clarity and accountability. Additionally, Data Protection Impact Assessments were conducted for key productivity tools, determining that their use aligns with data protection requirements and supports secure digital collaboration.

3.2 Conclusions of assessment of internal control systems

F4E continues to implement a recognised, mature and well-functioning internal control system. All the components of the F4E internal control system are operating together in an integrated manner. There are moderate deficiencies in 6 of the 20 MICS, therefore it can be concluded that the system is effective with some improvements needed.

3.3 Statement of the Senior Manager in charge of risk management

I, the undersigned, Kristel Tans, in my capacity as senior manager in charge of risk management, declare that in accordance with F4E Internal Control System, I have reported my advice and recommendations on the corporate and project risks and opportunities to the Director and governance bodies.

Kristel Tans
Head of Project Control, Supply Chain and Finance Department

Barcelona, 29 April 2026

3.4 Statement of the Internal Control Coordinator

I, the undersigned, Raquel Raspall Infante, in my capacity as Internal Control Coordinator, declare that in accordance with F4E Internal Control System, I have reported my advice and recommendations on the overall state of internal control in F4E to the Director.

I hereby certify that the completeness and reliability of management reporting on the state of internal control is to the best of my knowledge, accurate, reliable and complete.

Raquel Raspall Infante
Internal Control Coordinator

Barcelona, 4 May 2026

Part IV. Management Assurance

4.1 Review of the elements supporting assurance

The Internal Control System comprising F4E's Integrated Management System is based on the three layers of defence of the IIA (Institute of Internal Auditors) and combines the two control environments within which F4E operates - the ITER-wide quality system which is intended to ensure the performance of ITER and the compliance with the nuclear safety requirements, and the European Commission Internal Control Framework which is inspired in the internationally recognised COSO framework. The main elements supporting the assurance of the F4E Director are the following:

- 1st LAYER (or 1st LINE OF DEFENCE) ESTABLISH AND INFORM: Internal controls as defined by F4E Management for application by all F4E Staff and providing adequate training and raising awareness.
- 2nd LAYER (or 2nd LINE OF DEFENCE) MANAGEMENT ASSURANCE: The Management (in its role of 1st line of defence) puts in place the 2nd layer of defence by establishing risk management and assurance functions to help build and/or monitor the first line-of-defence controls.
- 3rd LAYER (or 3rd LINE OF DEFENCE) INDEPENDENT ASSURANCE Internal auditors (IAS/IAC) who provide the Governance bodies and Senior Management with comprehensive assurance based on the highest level of independence and objectivity within the organisation. IAS/IAC activities (including ex post audit on contracts) are described in the IAS/IAC annual audit plan. OLAF carries out independent investigations.

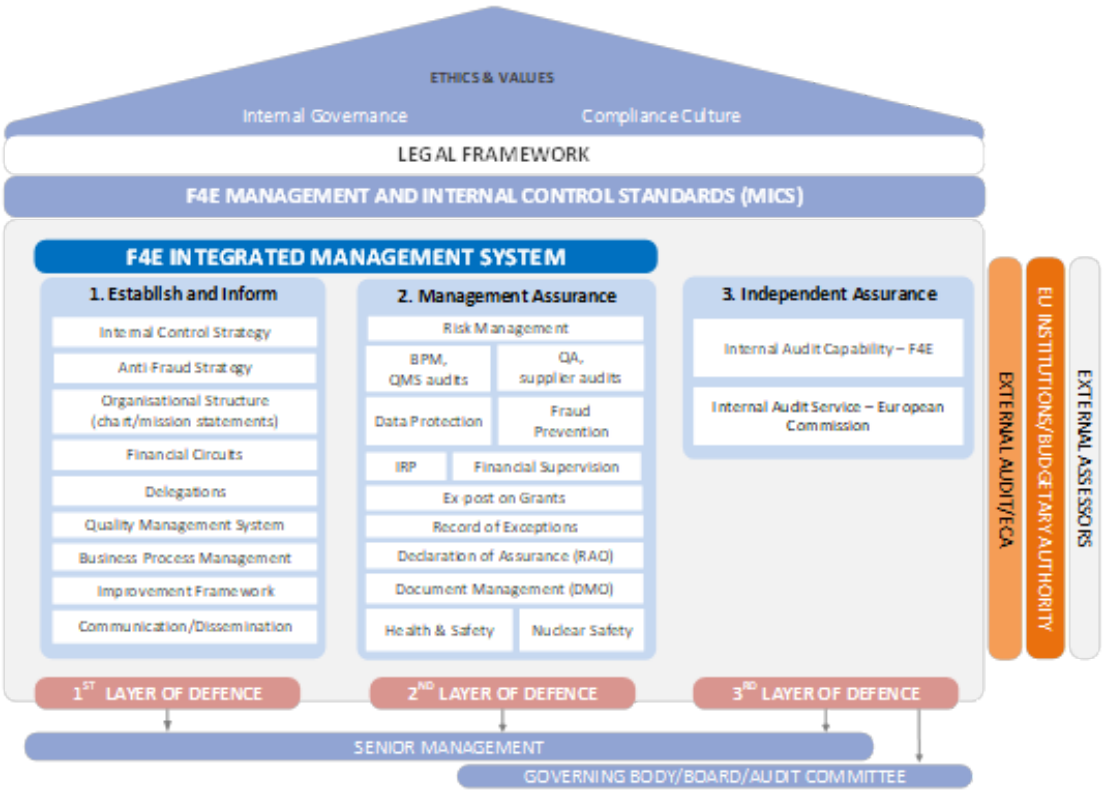


Figure 100: F4E Internal Control System

The F4E Internal Control Strategy defines internal control roles and responsibilities and outlines how the Internal Control System provides reasonable assurance of achieving the objectives based on Article 30 of the F4E FR.

Integrated Management System

The Management and Internal Control Standards (MICS) are the backbone of the Integrated Management System, implemented with the objective to provide reasonable assurance regarding the achievement of the organisation's mission and objectives in line with the EC Internal Control Framework and the ITER-wide quality system based on the ISO standards.

The development and establishment of a Quality Management System is part of the F4E overall management strategy included in the obligations as ITER Project items provider (ITER International Organization – IO - and Host Country Authority Regulations requirements) and to assist compliance with the European Commission (EC) Internal Control Framework.

Operationally, this Integrated Management System is implemented through the Quality Management System (as described in the F4E Management and Quality Programme) that provides an effective and efficient method to perform the tasks, a perspective on the organisation and its risks. It allows F4E to continually improve the way of working and to reinforce the F4E corporate culture towards the stakeholder's expectations.

Improvement is an integral part of the MICS and its requirements, in particular: MICS#3 Oversight Responsibility, MICS#19 Assessments and MISC#20 Correction of Deficiencies and Corrective Action.

The F4E Improvement framework defines the frame of activities to enhance performance and has seven principles: Continual Improvement approach; Quality Management Documentation Management (BPM implementation and monitoring), Improvement Methodology, Annual Focus on Areas of Improvement, Leadership Involvement on Improvement, Internal Control Strategy and Continuous Improvement Action Plan (BPM Rolling Plan).

These principles ensure the standardisation of the system implemented to enhance performance in F4E, to ensure compliance with the Internal Control framework and overall maintenance of the Integrated Management System.

The Director continually improves the Quality Management System (QMS), by planning and managing the necessary processes. **QMS Continual improvement** is achieved using the Quality policy, Quality Management policy, audit results, data analysis, stakeholders' feedback, continuous training, corrective and preventive actions and the leadership monitoring.

QMS Continual Improvement approach in F4E is based on the following concepts: Improvement Inputs; Evidence-based decision, Activity Owner validation; Learning and Development Culture; Improvement is made in measurable projects; and Results must be disseminated.

Quality Management System and Supplier Audits

A Quality Management System Audit aims to provide F4E and its stakeholders reasonable assurance that the system is adequately implemented according to the standards. The objective of Supplier Audits is to ensure that F4E Suppliers comply with the approved Quality Plan and that it is effectively implemented.

A Quality Management system and Supplier Audit process frames the methodology to be followed for each key step of those audits (planning, preparation, implementation, follow-up of actions and recording). The audit result is presented in an audit report, which includes the identification of any strong areas describing the strengths of the implemented quality system, improvement areas and nonconformities. When improvements or nonconformities are identified, the report is followed by an action plan from the auditee to address the findings. Once the action plan is approved it is followed to ensure correct implementation and closure of the audit.

In 2025, out of the:

- Three planned Quality Management System audits: three were performed with result of meeting the audit criteria. These audits resulted in 16 findings, classified as follows: four strong areas, one nonconformity and 11 improvement areas.

  These confirmed that the Quality Management System is effectively implemented and operating as intended, with all three audits concluding at “meets criteria” level. The audits highlighted several established strengths, including strong procedural knowledge across teams, robust implementation of traceability and record keeping requirements, effective use of digitalised tools for subcontracting management, structured planning and monitoring of supplier supervision activities, and regular cross team lessons learned practices. At the same time, the identified improvement areas were mainly related to further harmonisation and formalisation of existing processes—such as enhancing KPI frameworks, clarifying roles and responsibilities, improving consistency of approval workflows, and strengthening follow up of actions—rather than indicating failures in process implementation. Overall, the findings support the conclusion of a functioning and mature QMS with targeted opportunities for continuous improvement.

- 16 planned Supplier Audits: 12 Supplier audits were performed, four were cancelled (six with result meeting the audit criteria, four with partially meet criteria, two bellow criteria). These audits resulted in 115 findings, classified as follows: 23 strong areas, 72 improvement areas, 18 nonconformities and two observations for F4E.
  The 2025 supplier audits identified meaningful strengths at supplier level, including effective corrective-action follow-up, robust execution controls on manufacturing activities, good workshop discipline, traceable quality coordination, active lessons-learned practices, and in several cases mature project-documentation and subcontractor-management arrangements. The areas for improvement were also substantive, but they were concentrated mainly in recurring topics such as PQMP updating, document/version control, SQEP and role formalisation, traceability of records, calibration/document alignment, and subcontractor flow-down and supervision. This shows that the audit results were not superficial: both strengths and improvement areas were tied to concrete supplier practices and to identifiable project-control mechanisms.

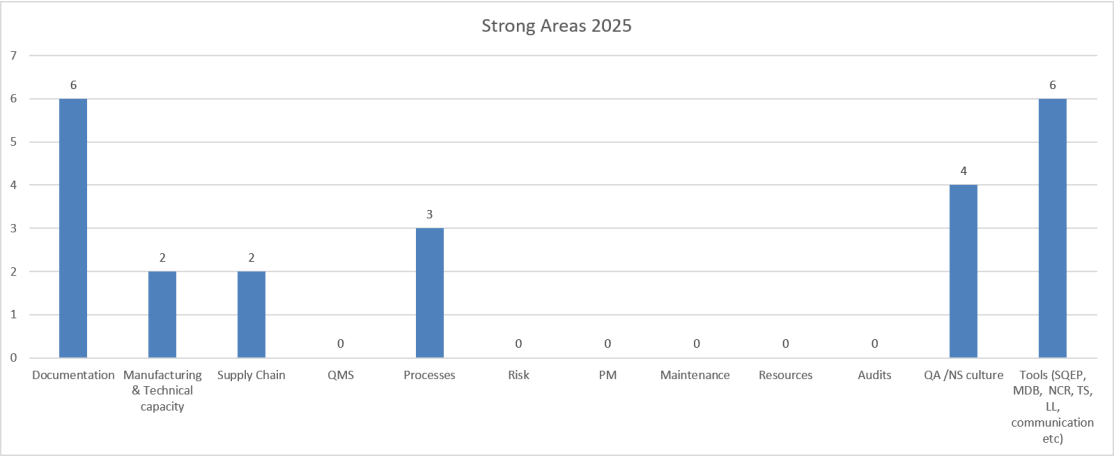


Table 20: Strong areas

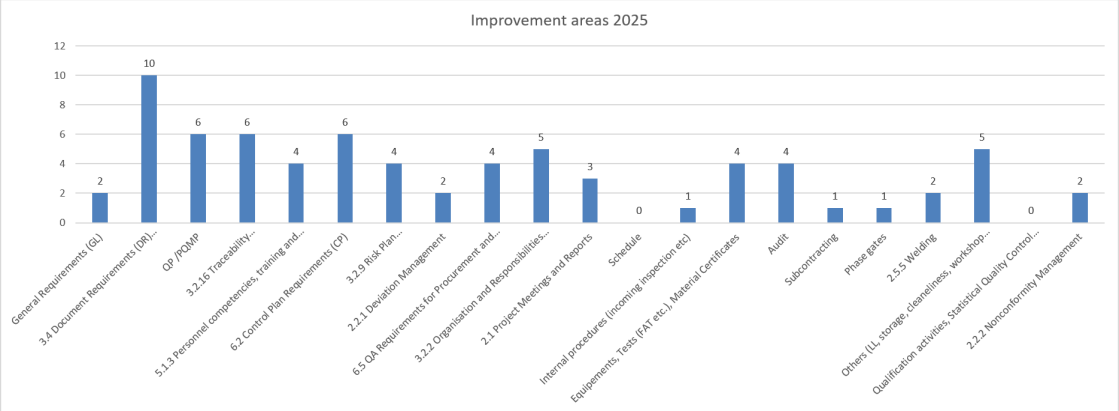


Table 21: Improvement areas

As foreseen in the related process, all the Supplier nonconformities found triggered a Nonconformity Report issued by the auditee with the action to address the weaknesses.

All the reported situations were of a technical nature (documentation, performance and/or planning) and were adequately processed (including remedial and corrective actions) and monitored by F4E at the contract or procurement arrangement level.

The 2025 QMS and Supplier Audit results confirm that quality processes are effectively implemented and operating as intended. All QMS audits concluded “meets criteria,” with strengths identified in procedural knowledge, traceability and structured supervision, while improvement areas focus on further harmonisation and formalisation (e.g. KPIs, workflows, roles).

For the great majority of 2025 supplier audits, the identified technical findings and nonconformities did not reach the threshold of a material weakness because the reports still concluded “meets” or “partially meets” the audit criteria, and the issues were generally limited to specific control areas such as documentation, traceability, SQEP formalisation, calibration or subcontractor oversight rather than evidencing a pervasive breakdown of the supplier control environment. In many cases, the reports simultaneously identified functioning control mechanisms and strong practices—such as corrective-action follow-up, quality dashboards, fabrication controls, digital approval workflows, regular meetings and project-management tools—which preserved overall assurance while still requiring corrective action. The main exception was the audit on a Supplier CFSI investigations, which were assessed as below criteria and should therefore be treated separately as severe, escalated cases.

Corporate Risk Management

The Integrated Management System (IMS) and its Management and Internal Control Standards (MICS) provide the basis for the Risk Management framework at F4E. MICS # 8 specifies that F4E has a system to manage risks and opportunities at corporate and project level. F4E performs regular risk analysis at project and corporate level, proposes mitigating actions and monitors and reports on its implementation.

Overview of Risk and Opportunity Management (ROM) activities in 2025

The process to identify, assess and monitor the risks and opportunities is based on the “market standard” process and ISO 31000 for risk management.

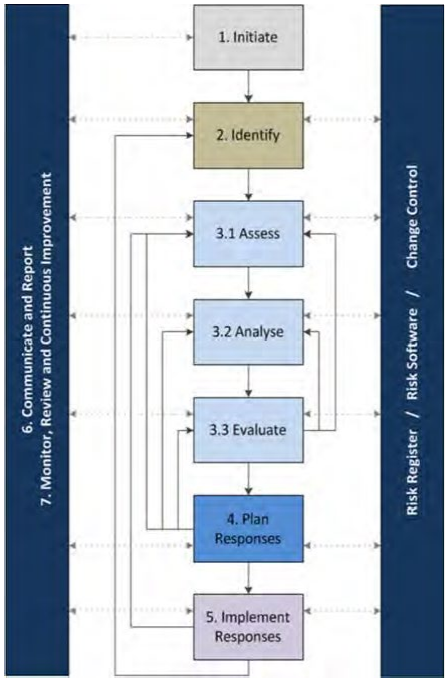


Figure 101: Risk & Opportunity Management Procedure

With the support of the tool Active Risk Management (ARM), risks and opportunities are included in the Risks register and evaluated with an assessment in the following categories: Probability, Cost impact, Schedule impact, technical impact and reputational impact.

This information is then analysed on the three levels of the current framework: Corporate, Project and Supplier level depending on the needs.

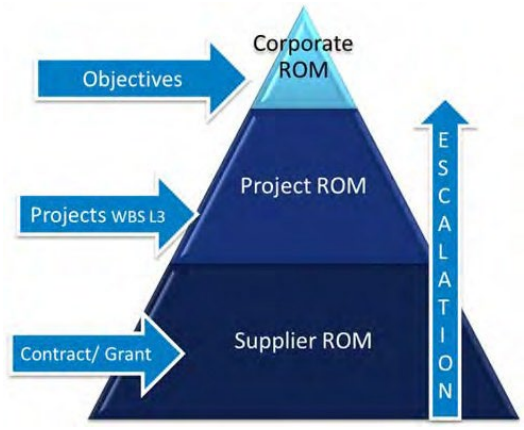


Figure 102: Risk & Opportunity Management Framework

During 2025, F4E participated in several risk management forums. The risks identified have been sufficiently addressed with appropriate mitigating measures. The material risks have been included in the declaration of assurance of the F4E Director (see Part V. Declaration of assurance),

Part V. Declaration of assurance

I, the undersigned, Marc Lachaise,

Director of the European Joint Undertaking for ITER and the Development of Fusion Energy (F4E),

In my capacity as authorising officer,

- Declare that the information contained in this report gives a true and fair view.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of the annual assessment of the Internal Control System and the reports from:

- the Internal Audit Service;
- the Internal Audit Capability;
- the observations of the European Court of Auditors (ECA); and,
- the recommendations from the Governing Board annual assessment.

Without qualifying this reasonable assurance, I would like to highlight the fact raised by the ECA in the "Emphasis of Matter" section of their 2024 Annual Report *"F4E assesses the total cost for completing its delivery obligations for the ITER project ("estimate at completion") at €25.8 billion (at 2024 values). This estimate reflects a cost increase resulting from the revised ITER baselines, which were proposed by ITER-IO in July 2024 but have not yet been formally adopted by the ITER Council."*

Following the introduction of the ITER 2024 project baseline, F4E continued in 2025 to adapt its operational planning and risk management framework to the new baseline and associated assumptions, in line with the conclusions and requests of its Governing Board. F4E achieved a record Schedule Performance Index (SPI) of 0.91, reflecting improved schedule delivery against the ITER 2024 project baseline. The most significant risks affecting F4E's in-kind contributions to ITER remain the intrinsic complexity of the design and manufacturing of first-of-a-kind components as well as the changes of requirements stemming from design instability. These risks continue to require close monitoring and targeted mitigation actions.

In this context, particular emphasis was placed in 2025 on the reinforced monitoring of the European industrial supply chain, notably in relation to the delivery of complex in-kind components, and on a closer operational integration with the ITER International Organization. At the same time, F4E continued to address the evolving fusion landscape by ensuring its long-term fitness to deliver ITER commitments and evolve as a learning organization to deliver new projects like DONES, while preparing for future European fusion objectives.

Throughout 2025, continued attention was paid to staff wellbeing, recognising its importance for sustained performance and organisational resilience. When needed, external independent expertise was sought, including on the prevention of harassment, and access to the Commission's Chief Confidential Counsellor was requested. Actions initiated in previous years were further consolidated, with a focus on organisational stability, clear roles and responsibilities, and a balanced approach between operational delivery and staff wellbeing.

I confirm that I am not aware of anything not reported here which could harm the interests of the Joint Undertaking.

Marc Lachaise
Director

Barcelona, 8 May 2026

Annexes

Annex I Core Business Statistics

Key Performance Indicators for 2025

Broader Approach Project Progress

- 94% of the EU contributions (planned vs. achieved up to end of 2025) to the Satellite Tokamak (JT-60SA) delivered.
- 100% of the EU contributions (planned vs. achieved up to end of 2025) to the IFMIF/EVEDA project delivered.
- 100% of the EU contributions (planned vs. achieved up to end of 2025) to the IFERC project delivered.

F4E Project Performance

- *As of December 2025, F4E's current and planned budget until the end of 2034 compared to the Estimate At Completion (EAC) in the same period is 94%.*
- 91% Annual Schedule Performance achieved on a basket of reference milestones.

F4E Procurement

- 81 contracts signed in 2025 for a value of € 338m.
- Total cumulative value of contracts €7,2bn.

*F4E Annual Budget Performance**

** The annual budget performance without additional revenue from ITER IO is 97% execution for commitments and 98% execution for payment*

- Annual Commitments 92 % of the final available budget, 97 % compared to original budget.
- Annual Payments 93 % of the final available budget, 101 % compared to original budget.

.F4E Quality

F4E has 207 F4E Non-Conformity Reports (NCRs) open for > 12 months compared to 465 NCRs still open giving a ratio of 49% (not achieving the 2025 target of ≤25%)

F4E Human Resources

- Assignment of human resources to different areas:
  - 62% Projects, FUTED and Safety & Quality
  - 38% PCSCF and Administration

- 6.3% [12] Vacancy Rate, (target 4%).
- 3.7% Turnover Rate.
- 3.7% Absenteeism.

F4E Organisational Improvement

- Implemented 86% of Internal Audit Actions.

Background

F4E has identified specific Key Performance Indicators (KPI) to measure how effectively the organisation achieves the target set in different project (i.e. schedule, cost, risk, etc.) and programmatic areas (i.e. annual budget consumption, quality, etc.). F4E updates these KPIs monthly and reviews them at the level of its Senior Management and takes action to address events or risk that could threaten their achievement.

For the EU contributions to ITER, the basis for the adopted KPIs is the F4E current baseline, in schedule, cost and budget. F4E ensures that the baseline is maintained through change control processes together with the ITER Organization. Dashboards are available with the possibility of drilling down for more details, both at a global F4E level and individually per Programme. KPI information is included in many F4E documents and reports to its governing bodies.

Key Performance Indicators

In relation to F4E's obligation to provide in kind contributions to the **ITER Project**:

- Annual M-SPI is an SPI index expressing in percentage terms progress F4E made achieving milestones planned for a given year.
- In addition, F4E uses a basket of **additional technical milestones** to monitor more precisely its own performance. F4E has selected such milestones by making sure that they cover important activities inside the organisation and therefore can provide a meaningful measure of F4E performance. These include Procurement Arrangement signatures, commitments >€ 2m, Calls for tender, contract signatures >€ 2m and project execution milestones. These are described in Table 116.
- To monitor projects against their budgets, the **Estimate at Completion (EAC)** is calculated by F4E monthly using three elements (a) actual costs already incurred, (b) estimate of future costs, (c) estimate of likely impact of future risks. F4E follows an industry standard process for its EAC. The monthly update process is complemented by biannual deep-dive reviews to assess in more detail the quality of the estimates and the associated

[12] *4.3% when excluding vacant posts reserved for the offset on 1/1/2027.*

assumptions at programme and project level. F4E systematically presents the EAC at each biannual Governing Board meeting

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PA Signature	Signatures of PAs. ITA signatures and PA amendment signatures are not included.
Call for Tender	Publication of a Call for Tender.
Commitments above €2m	Any commitment above 2 million Euros.
Project Execution Milestones	Milestone in the on-going execution of a project. These milestones are selected by the project teams at the end of the previous year.
Work Programme Objectives	Objectives set in the Work Programme
F4E Gates Design Review	F4E Gates Design Reviews
Delivery	Delivery Milestones

Table 22: Technical objectives and KPIs used for monitoring purposes.

Contributions to Broader Approach (BA) projects are formalised under Procurement Arrangements between F4E and the Japanese Implementing Agency (QST), which in turn are backed by Agreements of Collaboration between F4E and institutions chosen by the Voluntary Contributors. The accounting of contributions is tracked by an Earned Value Management approach using credits. In addition, the Broader Approach projects are monitored by the achievement on time of the milestones defined in the Project Plan approved by the Broader Approach Steering Committee. The complete list of F4E's Broader Approach milestones for 2024 are provided in F4E's SPD. Each of these milestones is assigned a credit value that is used to allow an Earned Value calculation of the overall level of achievement against the Planned Value.

Multiannual and annual Indicators

F4E has defined a set of multiannual objectives that are shown in Table 17: Multiannual objectives and KPIs used by F4E and a set of annual objectives that are show in Table 18: Annual objectives and KPIs used by F4E.

Other indicators but for which targets are not currently set but are monitored internally and, in some cases, reported on a biennial basis to F4E's Governing Board, include the staff attrition rate, gender balance, time to place contracts and grants and time to recruit.

AREA	Objective
Overall Costs	Cost estimation for ITER + Broader Approach for period up to 2027 should be less than the total budget available for this period.

Table 23: Multiannual objectives and KPIs used by F4E

AREA	Objective
Annual M-SPI	Reach a minimum SPI value by end of the year
Annual commitment budget	Implement a defined percentage of Commitment Appropriations by end of the year
Budgeted forecast of the Work Programme	Implement a defined percentage of allocated commitment appropriation to Work Programme Actions, without reserves, by end of year
Annual payment budget	Implement a defined percentage of Payment Appropriations by end of the year
Quality – NCR closure time	Ensure Nonconformity Reports (NCR) closure in due time
Quality – NCR closure rate	Close a minimum percentage of NCR annually
Phase gate – Annual implementation	Execute a minimum number of phase gates planned during the year
Human Resources	Vacancy rate to be less than a defined value by end of the year

Table 24: Annual objectives and KPIs used by F4E

To ensure the widespread awareness of F4E's performance against the above annual and multiannual objectives, F4E has created a 'dashboard' showing the most important KPIs which is not only used for monthly reporting to the Project Steering Meeting and stakeholders but also shown on screens located on every floor of F4E's offices at the Barcelona headquarter offices.

The F4E dashboard consists of three parts:

1. **General part on the overall progress**. It provides a summary of the progress against the baseline, for the achieved ITER credits for EU in-kind procurements, annual milestones completion, ratio of assigned budget vs cost, commitments and payments implementation;
2. **A multiannual part**: It shows the evolution of indexes such as the achieved ITER credit, the estimate at completion (EAC) and provides the forecast of completion of the key milestones selected by the F4E and ITER Organization supervising boards;
3. **An annual part**: For the current year it shows the Annual M-SPI performance and implementation of commitments and payments;

Annex II Achievement of the 2025 Work Programme Objectives

Action 1 – Magnets

Action completed – no milestones foreseen in the Annual Work Programme 2025.

Action 2 – Vacuum Vessel

Scope Description	Forecast achievement date	End 2025 Status
IPL > Delivery of Sector 4 by EU-DA to ITER Site	Q2 2025	Milestone achieved
Sector 9 - Start **Field Joint** Machining	Q4 2025	Milestone achieved
Sector 9 - All welds completed and conform	Q4 2025	Milestone achieved in January 2026
Sector 3 - Repairs of Splice T-Ribs and Inner Shell completed	Q1 2025	Milestone achieved

Action 3 – In Vessel – Blanket

Scope description	Forecast Achievement Date	End 2025 Status
Signature of TASK 3.XX for First Wall Series Fabrication (Manufacturing of Series Panels) - Reopening #1 – Lot 1	Q4 2025	Milestone achieved
Signature of TASK 2.XX for First Wall Series Fabrication (Manufacturing of Series Panels) - Reopening #1 – Lot 3	Q4 2025	Milestone achieved
Task Order Signed for Procurement of **CuCrZr (Cooper, Crome, Zirconium)** (Series - TO#03)	Q4 2025	Milestone achieved
MS#5.3 Batch 1: **Acceptance Data Package (ADP)** ready for delivery or storage (Task 8)	Q4 2025	Milestone achieved
Start of Task 1B: Qualification of 1st Inboard and Outboard Inlet Bundles - Contractor #03	Q2 2025	Milestone achieved
Start of Task 1B: Qualification of 1st Inboard and Outboard Inlet Bundles - Contractor #02	Q2 2025	Milestone achieved

MS#3 Pre-Production Readiness Review Documentation	Q4 2025	Milestone achieved

Action 4 - In Vessel – Divertor

Scope description	Forecast Achievement Date	End 2025 Status
Reception of the Visual examination and Hydraulic Pressure Tests (M_CB-02 (CB#17)_S23) - OMF-444-01-01	Q4 2025	Milestone Achieved
Manufacturing approved for the Inner Vertical Target Series Integration by **Manufacture Readiness Review** panel (OMF-1139-01-01)	Q2 2025	Milestone Achieved
Quality Assurance Plan approved for OMF-1139-02-01	Q1 2025	Milestone Achieved
IPL > Delivery of **Remote Handling** Flanges from EU-DA by IO at IO ITER Site	Q2 2025	Milestone Achieved

In Vessel Assembly Tooling

Scope Description	Forecast achievement date	End 2025 Status
Divertor Assembly Tools Installation review completion	Q3 2025	Milestone Achieved
DDL-117 D4.1.01 Material Certificates for **Cask Transportation System** (CTS) (new) approved	Q3 2025	Milestone Achieved
Cask and Plug Remote Handling System (CPRHS) Intermediate Preliminary Design Hold Point released for **Equatorial Port Plug / Upper Port Plug (EPP/UPP)** variants (record of decision by PSM Level 3)	Q2 2025	Milestone Achieved
Manufacturing Readiness Reviews (MRR) in Q1 2025 for the assembly tooling for the installation of the	Q1 2025	Milestone Achieved

Equatorial and Upper Port Plugs (EPP & UPP) plugs		

Action 5 – Remote Handling

Scope Description	Forecast achievement date	End 2025 Status
DDL-117 D4.1.01 Material Certificates for **Cask Transportation System** (CTS) (new) approved	Q3 2025	Milestone Achieved
Cask and Plug Remote Handling System (CPRHS) Intermediate Preliminary Design Hold Point released for EPP/UPP variants (record of decision by PSM Level 3)	Q2 2025	Milestone Achieved
Final **Acceptance Data Package** approved for Task Order (OMF-1023-01-12)	Q2 2025	Milestone Achieved
[M15] Deployment System **Final Design Review** datapack ready	Q4 2025	Milestone Achieved

Action 6 - Cryoplant and Fuel Cycle

Scope Description	Forecast achievement date	End 2025 Status
Procurement Arrangement (PA) data package completed (without Annex B) for PA Amendment 3.1.P1.EU.04 for Neutral Beam Cryopumps	Q3 2025	Milestone Achieved
M_A15 Neutral Beam Cold Valve Boxes 1,2,3 **Factory Acceptance Test (FAT)** approved	Q4 2025	Milestone Achieved
M.20 – Final Design Review (FDR) approved by Steering Committee for Primary & Cryostat Leak Detection System	Q4 2025	Milestone Achieved
Final Design Analysis report completed for Primary Leak Detection Systems	Q2 2025	Milestone Achieved

Action 7 – Plasma Engineering & Operations

No milestones foreseen in the Work Programme 2025

Action 8 – Heating and Current Drive

Scope Description	Forecast achievement date	End 2025 Status
[M40] **Upper Launcher** (UL) **Final Design Review (FDR)** Kick of Meeting	Q2 2025	Milestone Achieved
OMF-1108 - MS-09 Participation to the FDR Meeting of the ITER **Radio Frequency (**RF) Sources	Q3 2025	Milestone Achieved
Electron Cyclotron Power Supplies - SCP-52HV05 – **Site Acceptance Test** (SAT) Completed (M3.1.5)	Q4 2025	Milestone Achieved
OPE-1180 – **Neutral Beam** Vessels Manufacturing Readiness Review Closure	Q3 2025	Milestone Achieved
IPL > Delivery of EU-**High Voltage Deck** (HVD) 1 & EU-Bushing of IHNB (I Heating Neutral Beam) -1 to ITER Site by EU-DA	Q4 2025	Milestone Achieved

Action 9 – Diagnostics

Scope Description	Forecast achievement date	End 2025 Status
Approval of **Manufacture Readiness Review (MRR**) -II panel report	Q4 2025	Milestone Achieved
IPL > Delivery of In-vessel clips, clamps and junction boxes for **Vacuum Vessel** Sector 3 (Batch 7) by EU-DA to IO ITER site	Q3 2025	Milestone Achieved
Task Order Signed for Radial Neutron Camera Port Plug Components Manufacture	Q4 2025	Milestone Achieved
Final Design Review (FDR) approved by Steering Committee for Eq. Vis/IR WAVS Port Plug Components **Equatorial** (EQ) 12	Q1 2025	Milestone Achieved

Action 10 – Test Blanket Module

Scope Description	Forecast achievement date	End 2025 Status
F4E-OFC-1497-01 TO-01 Signed for 1st analysis of EUROFER test data from EUROfusion MAT-TBM **(Tritium Blanket Module)**	Q2 2025	Milestone Achieved
Acceptance Data Package (ADP)-1 Issued of TO-02 OFC-1350-01 for Set of Additional Accident Analyses for WCLL TBS	Q4 2025	Milestone Achieved
F4E-OFC-1017 “former” TO-09 Signed for Authorized Notified Body (ANB) Consultancy	Q1 2025	Milestone Achieved
F4E-OFC-1063-01 TO-05 Signed for Handling, Cutting Storage Serv for Steel Products related to the EU TBMs	Q1 2025	Milestone Achieved

Action 11 – Site and Buildings and Power Supplies

Scope Description	Forecast achievement date	End 2025 Status
IPL > **Neutral Beam** (NB) Power Supply Building (34) RFE (RFE #9)	Q1 2025	Milestone Achieved
IPL > NB High Voltage Power Supply Building (37) RFE (RFE #9)	Q1 2025	Milestone Achieved
IPL > Low Voltage LC 04 for Building 71 Ready for Use	Q3 2025	Milestone Achieved
IPL > Tender Batch (TB) 21 TO#110 : completion of PBS44: Cable trays and supports zone 6&9 installation & testing completion	Q2 2025	Milestone Achieved
IPL > Construction of Control Building (71 non PIC part) Completed	Q3 2025	Milestone Achieved

Action 12 – Cash Contributions

Scope Description	Forecast achievement date	End 2025 Status
Cash Contributions to ITER Organization 2026	Q4 2025	Milestone Achieved

Action 13 – Technical Support Activities

Scope Description	Forecast achievement date	End 2025 Status
Contract Signed for Engineering Support Contract LOT 1	Q3 2025	Milestone Achieved
TO 03 OMF-1639-01 signed for Support in QA & NCR Mgmt. CB(1+2)/QAG/DG(1+2)/RH(1) PTs (cont.TO 134 OMF-1159-LOT1-01)	Q4 2025	Milestone Achieved
Task Order Signed for TO 22 for Convention 4 for Real Convoys for Gendarmerie Services	Q2 2025	Milestone Achieved
Task Order Signed for TO 23 for Convention 4 for Real Convoys for Gendarmerie Services	Q4 2025	Milestone Achieved

Action 14 – Broader Approach

Scope Description	Forecast achievement date	End 2025 Status
Delivery at Naka of ECRF PS set A	Q4 2025	Milestone Achieved
On-site acceptance test of 1st unit of JT-60SA Diamond windows	Q1 2025	Milestone Achieved
Integration of the cryomodule into the beam line	Q4 2025	Milestone Achieved
Supply of equipment or services for tests with BA Projects and ITER	Q4 2025	Milestone Achieved
Detailed design of the new PSYS (Protection SYStem) for LIPAc RF power system	Q3 2025	Milestone Achieved

Action 15 – DONES

Scope Description	Forecast achievement date	End 2025 Status
Approval of 1st version of the Technical Specifications for Radiofrequency (RF) Power System	2025.Q4	Milestone in Progress

Action 16 – Technology Development Programme

Scope Description	Forecast achievement date	End 2025 Status
Contract Signed for Real-time personal monitor for tritiated water vapour in air 2025	Q2 2025	Milestone Achieved
Contract Signed for Gradient joints on Tungsten CuCrZr materials	Q1 2025	Milestone Achieved

Annex III. Statistics on Financial Management

Annex III. a. Evolution of Expenditure in Commitments

Evolution of the Statement of Expenditure in Commitment (EUR)											
Heading of the 2025 Budget Commitment Expenditure		Evolution of the statement of expenditure								Implementation	
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	Execution (9)	% (10)=(9)/(8)
A1	STAFF EXPENDITURE										
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	**48,811,000.00**			-1,816,711.62	**46,994,288.38**			**46,994,288.38**	**46,994,288.38**	100.0%
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	**13,982,000.00**			-206,891.09	**13,775,108.91**	1,538.70		**13,776,647.61**	**13,775,108.91**	100.0%
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	**980,000.00**			-152,962.90	**827,037.10**			**827,037.10**	**827,037.10**	100.0%
A13	MISSION EXPENSES	**663,000.00**			-138,000.00	**525,000.00**	25.95	1,956.52	**526,982.47**	**526,976.47**	100.0%
A14	SOCIO-MEDICAL INFRASTRUCTURE	**604,000.00**			246,740.00	**850,740.00**			**850,740.00**	**850,740.00**	100.0%
A15	TRAINING	**818,000.00**				**818,000.00**			**818,000.00**	**818,000.00**	100.0%
A16	EXTERNAL SERVICES	**816,000.00**			244,000.00	**1,060,000.00**	256.96		**1,060,256.96**	**1,060,256.96**	100.0%
A17	RECEPTIONS/EVENTS AND REPRESENTATION	**5,000.00**			-3,000.00	**2,000.00**			**2,000.00**	**2,000.00**	100.0%
A18	SOCIAL WEALFARE	**61,000.00**			-6,800.00	**54,200.00**			**54,200.00**	**54,200.00**	100.0%
A19	OTHER STAFF RELATED EXPENDITURE	**4,458,000.00**			-726,194.51	**3,731,805.49**	6,238.00		**3,738,043.49**	**3,738,043.49**	100.0%
	TITLE A1 - Total	**71,198,000.00**	**0.00**	**0.00**	**-2,559,820.12**	**68,638,179.88**	**8,059.61**	**1,956.52**	**68,648,196.01**	**68,646,651.31**	**100.0%**
A2	INFRASTRUCTURE AND OPERATING EXPENDITURE										
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	**2,098,000.00**			-110,277.07	**1,987,722.93**	36,434.11	75,288.58	**2,099,445.62**	**2,099,445.62**	100.0%
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING	**5,350,000.00**			828,633.70	**6,178,633.70**			**6,178,633.70**	**6,178,633.70**	100.0%
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS	**461,000.00**			-300,461.54	**160,538.46**			**160,538.46**	**160,538.46**	100.0%
A24	CURRENT ADMINISTRATIVE EXPENDITURE	**2,155,000.00**			-61,912.26	**2,093,087.74**			**2,093,087.74**	**2,093,087.74**	100.0%
A25	POSTAGE / TELECOMMUNICATIONS	**584,000.00**			-51,635.69	**532,364.31**	4,908.61		**537,272.92**	**537,272.92**	100.0%
A26	MEETING EXPENSES	**587,000.00**			235,975.47	**822,975.47**			**822,975.47**	**822,975.47**	100.0%
A27	RUNNING COSTS IN CONNECTION WITH OPERATIONAL ACTIVITIES	**0.00**				**0.00**		14,530.88	**14,530.88**	**0.00**	0.0%
A28	INFORMATION AND PUBLISHING	**40,000.00**				**40,000.00**			**40,000.00**	**40,000.00**	100.0%
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	**269,000.00**			8,120.29	**277,120.29**			**277,120.29**	**277,120.29**	100.0%
	TITLE A2 - Total	**11,544,000.00**	**0.00**	**0.00**	**548,442.90**	**12,092,442.90**	**41,342.72**	**89,819.46**	**12,223,605.08**	**12,209,074.20**	**99.9%**
	TITLE A1 & A2 - Total Administrative Expenditure	**82,742,000.00**	**0.00**	**0.00**	**-2,011,377.22**	**80,730,622.78**	**49,402.33**	**91,775.98**	**80,871,801.09**	**80,855,725.51**	**100.0%**

Heading of the 2025 Budget Commitment Expenditure		Evolution of the statement of expenditure								Implementation	
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	Execution (9)	% (10)=(9)/(8)
B3	OPERATIONAL EXPENDITURE										
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	**738,741,547.00**	-16,148,449.01	2,432,563.19	10,444,428.47	**735,470,089.65**	3,565,135.65	1,926,117.33	**740,961,342.63**	**726,548,666.50**	98.1%
B32	TECHNOLOGY FOR ITER AND DEMO	**17,137,970.00**	-11,146,370.00	0.00	-928,166.83	**5,063,433.17**	8,400.00		**5,071,833.17**	**5,071,833.17**	100.0%
B33	TECHNOLOGY FOR BROADER APPROACH	**56,319,280.00**	-26,319,280.00	-5,000,000.00	-2,388,841.83	**22,611,158.17**			**22,611,158.17**	**22,611,158.17**	100.0%
B34	TECHNOLOGY FOR DONES	**11,275,850.00**	-10,436,850.00	-339,000.00	-20,500.00	**479,500.00**			**479,500.00**	**479,500.00**	100.0%
B35	EXTERNAL SUPPORT ACTIVITIES	**19,611,450.00**	5,876,554.60	4,853,253.85	-3,715,343.81	**26,625,914.64**	146,746.15	11,995.40	**26,784,656.19**	**26,773,162.19**	100.0%
B36	OTHER OPERATIONAL EXPENDITURE	**6,100,000.00**	365,478.84	0.00	-1,380,198.78	**5,085,280.06**		4,336.16	**5,089,616.22**	**4,843,616.22**	95.2%
	Title B3 - Total	**849,186,097.00**	**-57,808,915.57**	**1,946,817.04**	**2,011,377.22**	**795,335,375.69**	**3,720,281.80**	**1,942,448.89**	**800,998,106.38**	**786,327,936.25**	**98.2%**
B4	EARMARKED EXPENDITURE										
B41	ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	**78,772,936.00**	6,849,294.35			**85,622,230.35**		13,799,125.73	**99,421,356.08**	**92,692,662.81**	93.2%
B42	ACTIVITIES LINKED TO ITER ORGANIZATION	**p.m.**				**0.00**	15,941,412.08	61,882,205.67	**77,823,617.75**	**18,699,571.30**	24.0%
B43	OTHER EARMARKED EXPENDITURE	**p.m.**				**0.00**	6,608,606.71	52,150.00	**6,660,756.71**	**0.00**	0.0%
	Title B4 - Total	**78,772,936.00**	**6,849,294.35**	**0.00**	**0.00**	**85,622,230.35**	**22,550,018.79**	**75,733,481.40**	**183,905,730.54**	**111,392,234.11**	**60.6%**
	Titles B3 & B4 - Subtotal	**927,959,033.00**	**-50,959,621.22**	**1,946,817.04**	**2,011,377.22**	**880,957,606.04**	**26,270,300.59**	**77,675,930.29**	**984,903,836.92**	**897,720,170.36**	**91.1%**
	Total BUDGET in Commitment appropriations	**1,010,701,033.00**	**-50,959,621.22**	**1,946,817.04**	**0.00**	**961,688,228.82**	**26,319,702.92**	**77,767,706.27**	**1,065,775,638.01**	**978,575,895.87**	**91.8%**

Annex III. b. Evolution of Expenditure in Payments

	Heading of the 2025 Budget Payment Expenditure	Evolution of the statement of expenditure								Implementation			
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	On B2025 commitments (9)	On B2024 commitments (10)	Execution (11)=(9)+(10)	% (12)= (11)/(8)
A1	STAFF EXPENDITURE												
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	**48,811,000.00**			-1,816,711.62	**46,994,288.38**		80,000.00	**47,074,288.38**	46,921,658.53	80,000.00	**47,001,658.53**	99.8%
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	**13,982,000.00**			-206,891.09	**13,775,108.91**	1,538.70	249,429.36	**14,026,076.97**	13,684,599.46	211,123.99	**13,895,723.45**	99.1%
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	**980,000.00**			-152,962.90	**827,037.10**		283,113.75	**1,110,150.85**	775,374.68	134,975.88	**910,350.56**	82.0%
A13	MISSION EXPENSES	**663,000.00**			-138,000.00	**525,000.00**	25.95	390,799.11	**915,825.06**	339,640.27	103,220.81	**442,861.08**	48.4%
A14	SOCIO-MEDICAL INFRASTRUCTURE	**604,000.00**			246,740.00	**850,740.00**		223,973.64	**1,074,713.64**	584,346.14	191,271.20	**775,617.34**	72.2%
A15	TRAINING	**818,000.00**			0.00	**818,000.00**		633,602.10	**1,451,602.10**	397,203.60	543,035.03	**940,238.63**	64.8%
A16	EXTERNAL SERVICES	**816,000.00**			244,000.00	**1,060,000.00**	256.96	180,674.94	**1,240,931.90**	793,974.85	119,437.58	**913,412.43**	73.6%
A17	RECEPTIONS/EVENTS AND REPRESENTATION	**5,000.00**			-3,000.00	**2,000.00**		1,814.80	**3,814.80**	207.10	0.00	**207.10**	5.4%
A18	SOCIAL WEALFARE	**61,000.00**			-6,800.00	**54,200.00**		58,447.48	**112,647.48**	14,093.15	45,082.24	**59,175.39**	52.5%
A19	OTHER STAFF RELATED EXPENDITURE	**4,458,000.00**			-726,194.51	**3,731,805.49**	6,238.00	110,602.54	**3,848,646.03**	2,653,549.32	46,617.25	**2,700,166.57**	70.2%
	TITLE A1 - Total	**71,198,000.00**	**0.00**	**0.00**	**-2,559,820.12**	**68,638,179.88**	**8,059.61**	**2,212,457.72**	**70,858,697.21**	**66,164,647.10**	**1,474,763.98**	**67,639,411.08**	**95.5%**
A2	INFRASTRUCTURE AND OPERATING EXPENDITURE												
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	**2,098,000.00**			-110,277.07	**1,987,722.93**	111,722.69	379,770.50	**2,479,216.12**	1,118,314.67	345,235.60	**1,463,550.27**	59.0%
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING	**5,350,000.00**			828,633.70	**6,178,633.70**		2,389,172.03	**8,567,805.73**	3,573,138.51	2,101,281.35	**5,674,419.86**	66.2%
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS	**461,000.00**			-300,461.54	**160,538.46**		23,398.39	**183,936.85**	97,202.61	11,826.96	**109,029.57**	59.3%
A24	CURRENT ADMINISTRATIVE EXPENDITURE	**2,155,000.00**			-61,912.26	**2,093,087.74**		794,617.08	**2,887,704.82**	1,347,256.23	602,220.08	**1,949,476.31**	67.5%
A25	POSTAGE / TELECOMMUNICATIONS	**584,000.00**			-51,635.69	**532,364.31**	4,908.61	260,547.23	**797,820.15**	250,165.67	73,377.37	**323,543.04**	40.6%
A26	MEETING EXPENSES	**587,000.00**			235,975.47	**822,975.47**		168,641.59	**991,617.06**	551,555.86	81,867.09	**633,422.95**	63.9%
A27	RUNNING COSTS IN CONNECTION WITH OPERATIONAL ACTIVITIES	**0.00**			0.00	**0.00**	14,530.88		**14,530.88**			**0.00**	0.0%
A28	INFORMATION AND PUBLISHING	**40,000.00**			0.00	**40,000.00**		7,324.54	**47,324.54**	7,414.46	1,357.58	**8,772.04**	18.5%
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	**269,000.00**			8,120.29	**277,120.29**		95,490.54	**372,610.83**	207,844.76	74,625.65	**282,470.41**	75.8%
	TITLE A2 - Total	**11,544,000.00**	**0.00**	**0.00**	**548,442.90**	**12,092,442.90**	**131,162.18**	**4,118,961.90**	**16,342,566.98**	**7,152,892.77**	**3,291,791.68**	**10,444,684.45**	**63.9%**
	TITLE A1 & A2 - Total Administrative Expenditure	**82,742,000.00**	**0.00**	**0.00**	**-2,011,377.22**	**80,730,622.78**	**139,221.79**	**6,331,419.62**	**87,201,264.19**	**73,317,539.87**	**4,766,555.66**	**78,084,095.53**	**89.5%**

	Heading of the 2025 Budget Payment Expenditure	Evolution of the statement of expenditure								Implementation			
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	On B2025 commitments (9)	On B2024 commitments (10)	Execution (11)=(9)+(10)	% (12)= (11)/(8)
B3	OPERATIONAL EXPENDITURE												
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	**480,093,490.00**	**17,328,145.60**	**1,946,817.04**	14,960,384.18	**514,328,836.82**	3,565,135.65		**517,893,972.47**	517,878,285.19		**517,878,285.19**	100.0%
B32	TECHNOLOGY FOR ITER AND DEMO	**9,130,000.00**	**-3,000,000.00**		-1,403,473.51	**4,726,526.49**	8,400.00		**4,734,926.49**	4,734,926.49		**4,734,926.49**	100.0%
B33	TECHNOLOGY FOR BROADER APPROACH	**40,580,000.00**	**-10,580,000.00**		-6,858,182.15	**23,141,817.85**			**23,141,817.85**	23,141,817.85		**23,141,817.85**	100.0%
B34	TECHNOLOGY FOR DONES	**4,050,000.00**	**-3,735,000.00**		-15,000.00	**300,000.00**			**300,000.00**	300,000.00		**300,000.00**	
B35	EXTERNAL SUPPORT ACTIVITIES	**22,000,000.00**			-4,507,828.27	**17,492,171.73**	146,746.15	11,995.40	**17,650,913.28**	17,630,454.91	11,995.40	**17,642,450.31**	100.0%
B36	OTHER OPERATIONAL EXPENDITURE	**5,000,000.00**			-164,523.03	**4,835,476.97**			**4,835,476.97**	4,835,476.97		**4,835,476.97**	100.0%
	Title B3 - Total	**560,853,490.00**	**13,145.60**	**1,946,817.04**	**2,011,377.22**	**564,824,829.86**	**3,720,281.80**	**11,995.40**	**568,557,107.06**	**568,520,961.41**	**11,995.40**	**568,532,956.81**	**100.0%**
B4	EARMARKED EXPENDITURE					**0.00**			**0.00**				
B41	ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	**134,000,000.00**				**134,000,000.00**		166,825.19	**134,166,825.19**	132,666,825.19		**132,666,825.19**	98.9%
B42	ACTIVITIES LINKED TO ITER ORGANIZATION	**p.m.**				**0.00**	8,973,587.90	43,634,905.73	**52,608,493.63**	9,569,197.44		**9,569,197.44**	18.2%
B43	OTHER EARMARKED EXPENDITURE	**p.m.**				**0.00**	6,608,606.71	52,150.00	**6,660,756.71**	0.00		**0.00**	0.0%
	Title B4 - Total	**134,000,000.00**	**0.00**	**0.00**	**0.00**	**134,000,000.00**	**15,582,194.61**	**43,853,880.92**	**193,436,075.53**	**142,236,022.63**	**0.00**	**142,236,022.63**	**73.5%**
	Titles B3 & B4 - Subtotal	**694,853,490.00**	**13,145.60**	**1,946,817.04**	**2,011,377.22**	**698,824,829.86**	**19,302,476.41**	**43,865,876.32**	**761,993,182.59**	**710,756,984.04**	**11,995.40**	**710,768,979.44**	**93.3%**
	Total BUDGET in Payment appropriations	**777,595,490.00**	**13,145.60**	**1,946,817.04**	**0.00**	**779,555,452.64**	**19,441,698.20**	**50,197,295.94**	**849,194,446.78**	**784,074,523.91**	**4,778,551.06**	**788,853,074.97**	**92.9%**

Annex III. c. Transfers Adopted by F4E Director

Budget Line	Transfer No.1 - F4E.25867	Transfer No.2 - F4E.26031	Transfer No.3 - F4E.26070		Transfer No.4 - F4E.26446			Transfer No.5 - F4E.26482	Grand Total		
	Payment and Commitment Appropriations	Payment and Commitment Appropriations	Payment and Commitment Appropriations	Commitment Appropriations	Payment and Commitment Appropriations	Commitment Appropriations	Payment Appropriations	Payment and Commitment Appropriations	Payment and Commitment Appropriations	Commitment Appropriations	Payment Appropriations
SALARIES AND ALLOWANCES Of which ESTABLISHMENT PLAN POSTS	- 216,523	- 820,000			- 780,189				- 1,816,712	-	-
SALARIES AND ALLOWANCES Of which EXTERNAL PERSONNEL					- 206,891				- 206,891	-	-
EXPENDITURE RELATING TO STAFF RECRUITMENT	- 50,917		- 100,000		- 2,046				- 152,963	-	-
MISSIONS EXPENSES					- 138,000				- 138,000	-	-
SOCIAL-MEDICAL INFRASTRUCTURE	238,500	40,000			- 31,760				246,740	-	-
EXTERNAL SERVICES	184,000	150,000			- 90,000				244,000	-	-
RECEPTION, EVENTS AND REPRESENTATION					- 3,000				- 3,000	-	-
SOCIAL WELFARE					- 6,800				- 6,800	-	-
OTHER STAFF RELATED EXPENDITURE	- 356,245		- 110,000		- 259,950				- 726,195	-	-
Title 1	**- 201,185**	**- 630,000**	**- 210,000**	**-**	**- 1,518,635**	**-**	**-**	**-**	**- 2,559,820**	**-**	**-**
RENTAL OF BUILDINGS AND ASSOCIATED COSTS					- 110,277				- 110,277	-	-
INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING		630,000	300,000		80,189			- 181,555	828,634	-	-
MOVABLE PROPERTY AND ASSOCIATED COSTS			- 100,000		- 200,462				- 300,462	-	-
CURRENT ADMINISTRATIVE EXPENDITURE					- 207,912			146,000	- 61,912	-	-
POSTAGE AND TELECOMMUNICATIONS					- 51,636				- 51,636	-	-
MEETING EXPENSES	271,000				- 35,025				235,975	-	-
OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE			10,000		- 1,880				8,120	-	-
Title 2	**271,000**	**630,000**	**210,000**	**-**	**- 527,002**	**-**	**-**	**- 35,555**	**548,443**	**-**	**-**
ITER CONSTRUCTION INCLUDING SITE PREPARATION				- 4,853,254		10,408,873	14,924,829	35,555	35,555	5,555,620	14,924,829
TECHNOLOGY FOR ITER AND DEMO						- 928,167	- 1,403,474		-	- 928,167	- 1,403,474
TECHNOLOGY FOR BROADER APPROACH						- 2,388,842	- 6,858,182		-	- 2,388,842	- 6,858,182
TECHNOLOGY FOR DONES						- 20,500	- 15,000		-	- 20,500	- 15,000
EXTERNAL SUPPORT ACTIVITIES				4,853,254		- 3,715,344	- 4,507,828		-	1,137,910	- 4,507,828
OTHER OPERATIONAL EXPENDITURE	- 69,815					- 1,310,384	- 94,708		- 69,815	- 1,310,384	- 94,708
Title 3	**- 69,815**	**-**	**-**	**-**	**-**	**2,045,637**	**2,045,637**	**35,555**	**- 34,260**	**2,045,637**	**2,045,637**

Annex III. d. Resources allocated to F4E Work Programme 2024

2025 Work Programme		Grant		Procurement		Cash Contribution		TOTAL	
		Amount (€)	Variation (%)	Amount (€)	Variation (%)	Amount (€)	Variation (%)	Amount (€)	Variation (%)
B3-1 + B4-1 Expenditure in support of ITER Construction	Original WP			350,416,705		467,097,778.00	-	**817,514,483**	**-**
	Last amended WP	333,202.00		376,181,036	7%	449,937,444.00	-4%	**826,451,682**	**1%**
	Execution	353,202.00	6%	368,274,240	-2%	450,613,887.00	0%	**819,241,329**	**-1%**
B3-2 Technology for ITER and DEMO	Original WP	0	-	17,137,970	-	0	-	**17,137,970**	**-**
	Last amended WP	0	-	6,000,000	-65%	0	-	**6,000,000**	**-65%**
	Execution	0	-	5,071,833	-15%	0	-	**5,071,833**	**-15%**
B3-3 Technology for Broader Approach	Original WP	0	-	40,789,280	-	15,530,000	-	**56,319,280**	**-**
	Last amended WP	0	-	12,087,359	-70%	12,912,641.00	-17%	**25,000,000**	**-56%**
	Execution	0	-	9,698,517	-20%	12,912,641.00	0%	**22,611,158**	**-10%**
B3-4 Technology for DONES	Original WP	0		8,500,000	-	2,775,850	-	**11,275,850**	**-**
	Last amended WP	0		500,000	-94%	0	-100%	**500,000**	**-96%**
	Execution	0		479,500	-4%	0	-	**479,500**	**-4%**
B3-5 External Support Activities	Original WP	0		19,611,450	-	0	-	**19,611,450**	**-**
	Last amended WP	0		30,500,000	56%	0	-	**30,500,000**	**56%**
	Execution	0		26,773,162	-12%	0	-	**26,773,162**	**-12%**
B3-6 Other Operational Expenditure	Original WP	0	-	6,100,000	-	0	-	**6,100,000**	**-**
	Last amended WP	0	-	6,400,000	5%	0	-	**6,400,000**	**5%**
	Execution	0	-	4,843,616	-24%	0	-	**4,843,616**	**-24%**
B4-2 Activities linked to ITER Organization	Original WP	0	-	p.m.		0	-	**p.m.**	**-**
	Last amended WP	0	-	71,902,577	-	0	-	**71,902,577**	**-**
	Execution	0	-	18,699,571	-74%	0	-	**18,699,571**	**-74%**
B4-3 Activities linked to Other earmarked expenditure	Original WP	0	-	p.m.		0	-	**p.m.**	**-**
	Last amended WP	0	-	52,150	-	0	-	**52,150**	**-**
	Execution	0	-	0	-100%	0	-	**0**	**-100%**
TOTAL	**Original WP**	**0**	**-**	**442,555,405**	**-**	**485,403,628**	**-**	**927,959,033**	**-**
	Last amended WP	**333,202**		**503,623,122**	**14%**	**462,850,085**	**-5%**	**966,806,409**	**4%**
	Execution	**353,202**	**6%**	**433,840,440**	**-14%**	**463,526,528**	**0%**	**897,720,170**	**-7%**

Variations: Last amended WP compared to Original WP and Execution to Last amended WP
Due to some additional internal and external assigned revenues, the final appropriations available at the end of 2025 amount 985 Meur

Annex III. e. Statistics on Financial Management Budget – Procurement Data

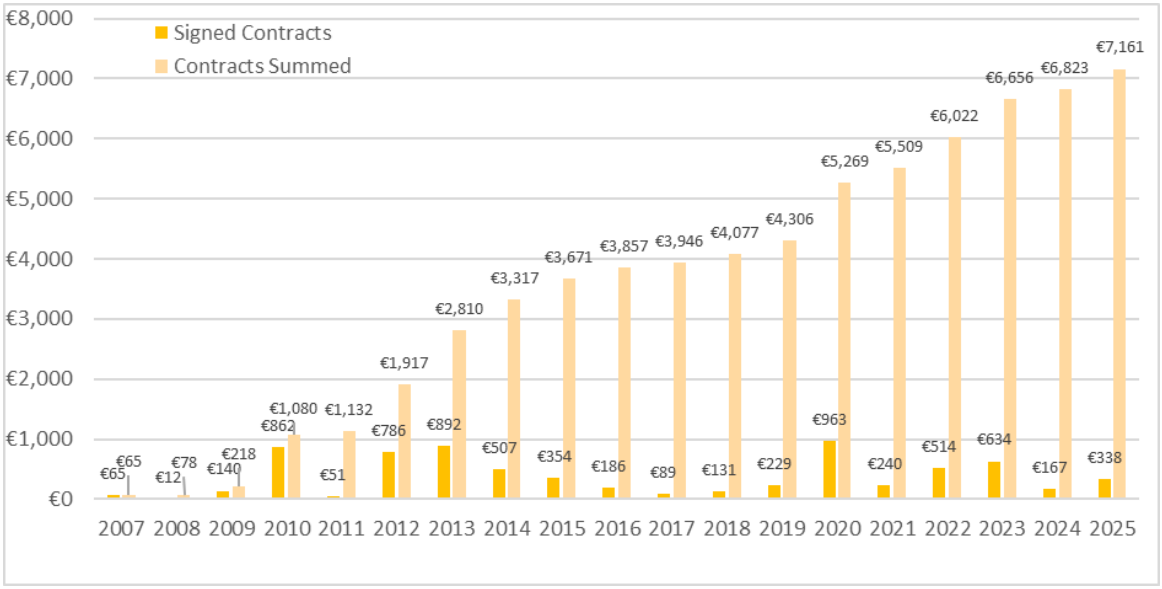


Figure 103: Annual and cumulative value of operational and administrative contracts and grants signed by F4E (€ million, in-year values)

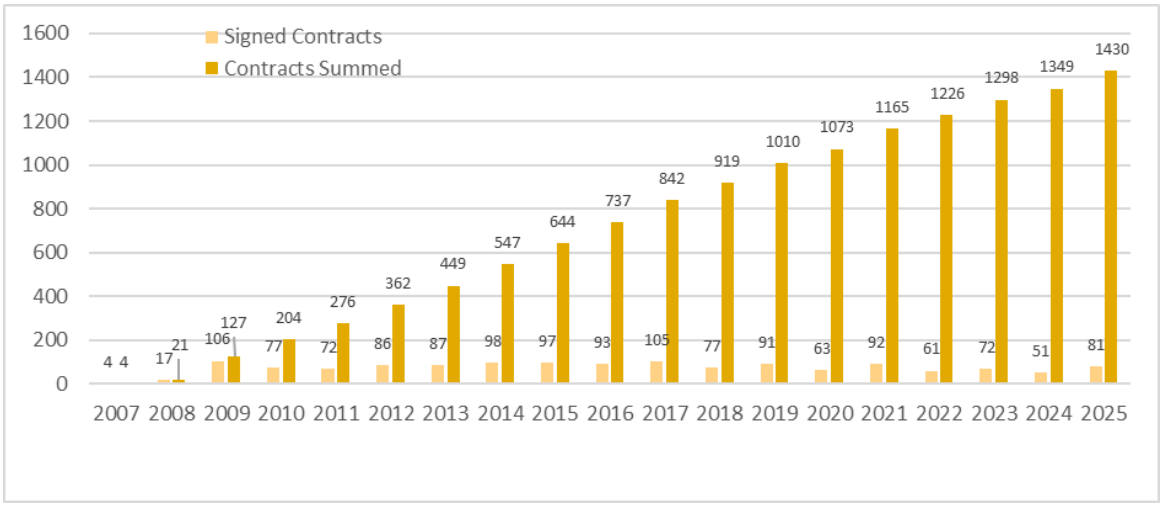


Figure 104: Annual and cumulative number of operational and administrative contracts and grants signed by F4E (in-year values)

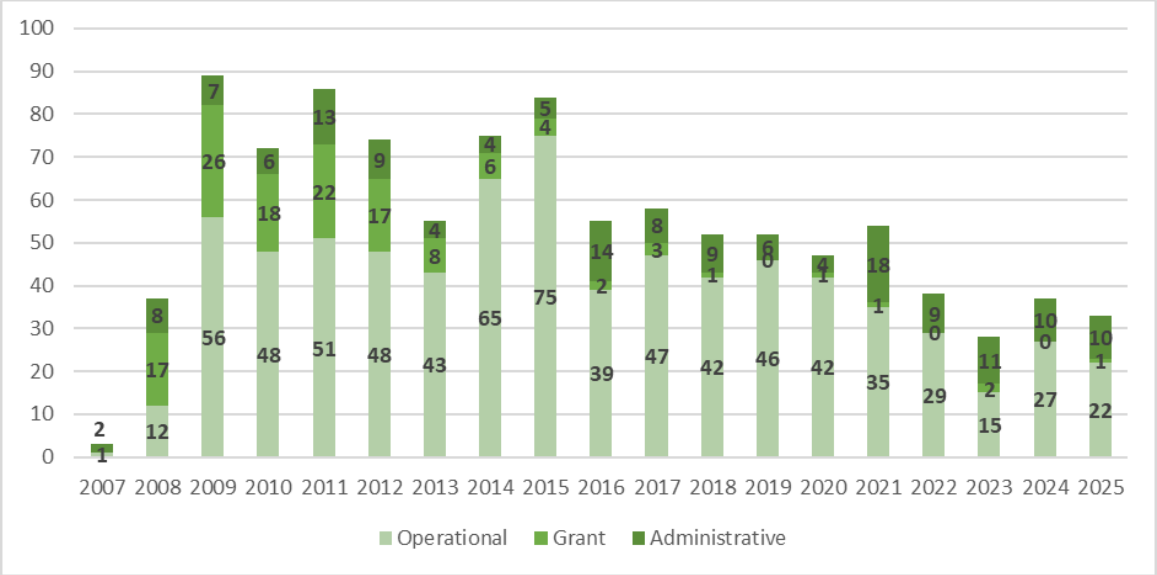


Figure 105: Operational and Administrative Procurement and Grant procedures launched

Corrigendum: A grant that was previously considered as launched in 2024 was in fact launched in 2025. Consequently, the number of grants reported as launched in 2024 has been corrected from 1 to 0.

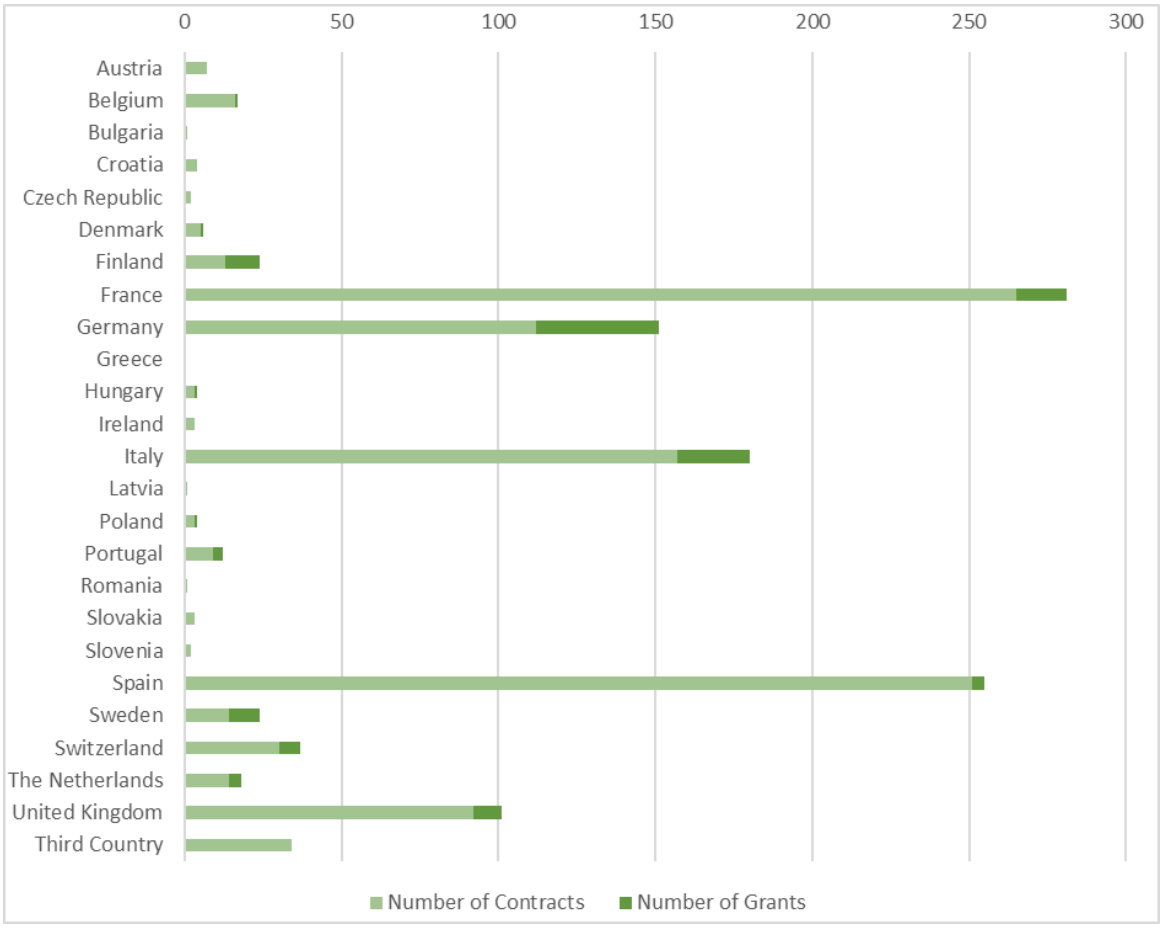
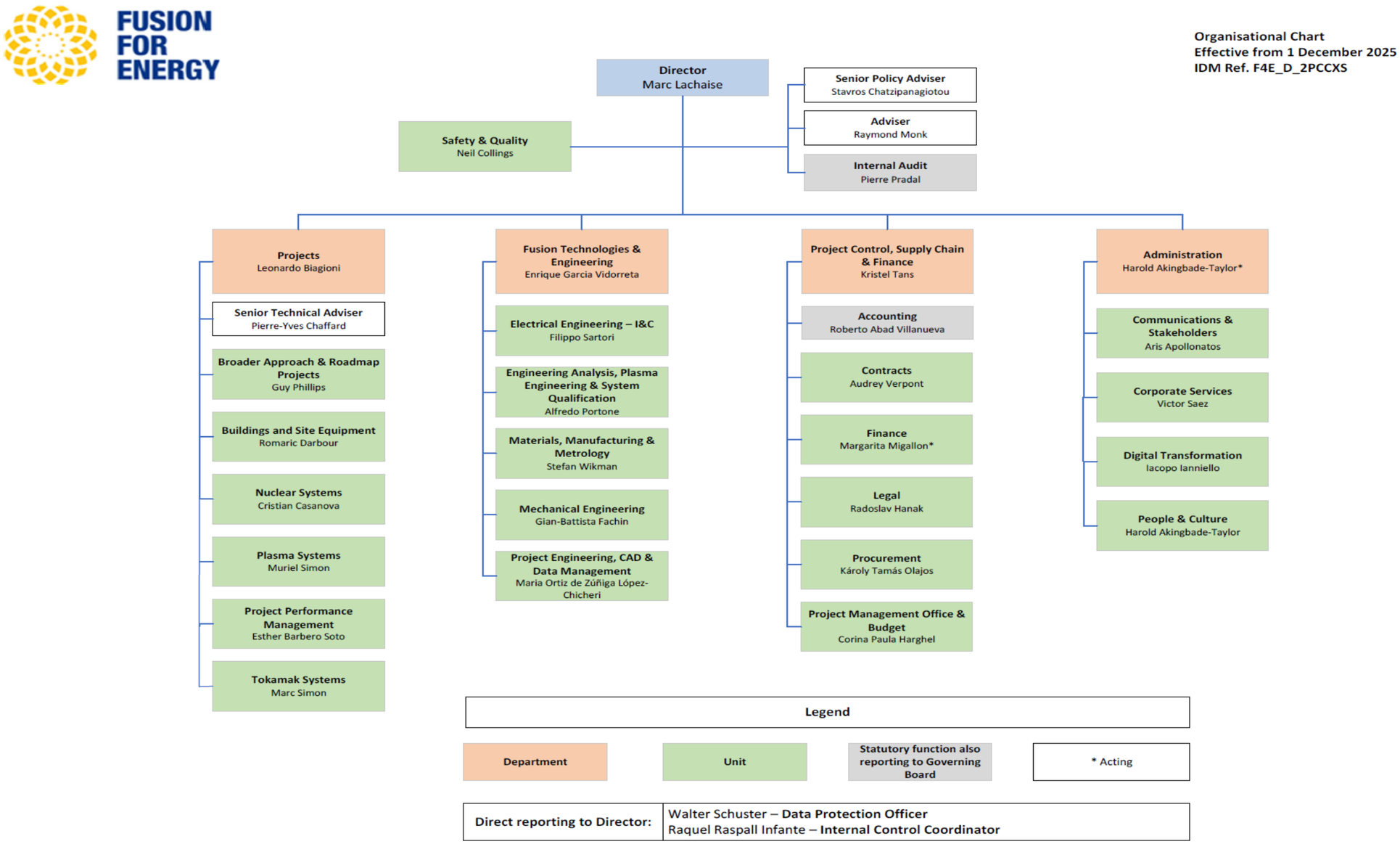


Figure 106: Geographical distribution of awarded contracts and grants (Number in the period 2007-2024). Please note that the contribution of UK and CH since 2021 is included in "Third Country"

Annex IV Organisational chart



Annex V. Establishment Plan and Additional Information on Human Resources Management

Annex V a. Establishment Plan

	Amended Authorised Posts (EP 2025)		Actually filled as of 31/12/2025	
	FO	TA	FO	TA
AD 16	0	0	0	0
AD 15	0	0	0	0
AD 14	4	4	3	1
AD 13	5	9	2	4
AD 12	7	27	6	24
AD 11	4	34	1	28
AD 10	5	54	8	62
AD 9		41	1	25
AD 8	1	22		25
AD 7	1	13	1	11
AD 6		26	1	32
AD 5				
AD Total	**27**	**230**	**23**	**212**
AST 11	2			
AST 10	2			
AST 9	2	1	4	
AST 8	1	2		2
AST 7		9		10
AST 6	2	8	2	4
AST 5	1	5	2	6
AST 4		6		2
AST 3		7		12
AST 2				
AST 1				
AST Total	**10**	**38**	**8**	**36**
TOTAL	**37**	**268**	**31**	**248**
Total FO/TA	**305**		**279**	

Annex V b. Table: Job Screening/Benchmarking Against Previous Year Results

Job type	Sub-category	Year 2025 (%)	Year 2024 (%)
Administrative Support and Coordination	Administrative support	13.49 %	13.70 %
	Coordination	1.50 %	1.71 %
	Total	14.99 %	15.42 %
Operational	Top level operational coordination	5.14 %	5.14 %
	Programme management and implementation	65.74 %	65.52 %
	Evaluation and impact assessment	0.86 %	1.07 %
	General operational activities	3.00 %	3.00 %
	Total	74.73 %	74.73 %
Neutral	Finance, Control	10.28 %	9.85 %
	Linguistics	0.00 %	0.00 %
	Total	10.28 %	9.85 %

Annex V c. Indicative Table - Information on Recruitment Grade/Function Group for Each Type of Post

Key functions *(examples – terminology should be adjusted to each agency's job titles)*	***Type of contract (official, TA or CA)***	***Function group, grade of recruitment****	***Indication whether the function is dedicated to administrative support or operations*** *[subject to definitions used in screening methodology]*
Adviser / Senior Expert	FO/TA	AD13-14	Administrative/Operations
Head of Department (level 2, taking the Director as level 1)	FO/TA	From AD12 to 14	Administrative/Operations
Head of Unit/Project Team Manager (level 3)	FO/TA	From AD9 to AD14	Administrative/Operations
Group Leader (level 4)	FO/TA	From AD5 to AD12	Operations/Neutral
Officer	FO/TA	From AD5 to AD12	Administrative/Operations/Neutral
Assistant	FO/TA	From AST1 to AST9	Administrative/Operations/Neutral
Senior Assistant	FO/TA	AST10-11	Administrative/Operations/Neutral
Head of Administration	TA	AD12 (external)	Administrative
Head of Human Resources	TA	AD11 (external)	Administrative
Head of Finance	FO	AD10	Neutral
Head of ICT	TA	AD 9 to 14 (internal)	Administrative
Secretary/Clerk	CA	II	Administrative/Operations/Neutral
Data Protection Officer	FO	AD11	Administrative
Accounting Officer	FO	AD7	Neutral
Internal Auditor	TA	AD9	Administrative
Assistant to the Director	CA	III	Operations

Annex V d. Flexitime Scheme in 2025

Category/ Grade	Total Overtime (Calendar days)	Total Recuperation (Calendar days)	Total Non-Recuperated (Calendar days)
AD	**1405**	**315**	**1090**
10	356	73	283
11	256	48	208
12	227	26	200
13	82	9	73
14	23	0	23
6	155	47	108
7	46	19	27
8	157	55	102
9	102	38	64
AST	**159**	**60**	**99**
3	28	9	20
4	6	2	4
5	25	13	12
6	14	4	10
7	42	22	20
8	23	3	20
9	21	8	13
FGII	**25**	**15**	**11**
5	14	11	3
6	0	1	0
7	11	3	8
FGIII	**110**	**44**	**66**
10	22	8	14
11	48	15	34
12	37	19	18
9	2	2	0
FGIV	**242**	**109**	**133**
14	30	12	18
15	45	17	28
16	100	46	54
17	67	34	32
Average	**72**	**20**	**52**

Annex VI. Human and Financial Resources by Work Programme Actions

The projects of F4E are divided in actions, defining the structure of the Annual Work Programme (WP). F4E staff is assigned to each action. F4E applies a **'flexibility' clause** to the total resources allocated in the Annual Work Programme with the purpose to limit the changes in the implementation of the actions compared to the substance of the Work Programme adopted by the Governing Board.

The budget 2025 has been implemented in full respect of that flexibility clause, with the following breakdown of human and financial resources per WP action:

Budget implementation by Work Programme actions

in EUR

Action #	Action	Staff 2025	Original Budget/Budgeted forecast WP25	Final Budget/Budgeted forecast WP25	Execution	Variation Original [2] %	Variation Final [3] %
1	Magnets	3.1	1,000,000	209,912		-100%	-100%
2,3,4,10 [1]	Main Vessel	111.3	85,293,870	115,361,372	105,147,307	23%	-9%
5	Remote Handling	41.8	7,790,832	4,969,397	4,341,836	-44%	-13%
6	Cryoplant and Fuel Cycle	31.3	3,378,385	5,570,547	5,523,508	63%	-1%
7	Plasma Engineering Operations						
8	Heating and Current Drive	72.3	102,728,970	112,396,151	109,537,782	7%	-3%
9	Diagnostics	43.4	18,207,485	21,144,145	18,635,826	2%	-12%
11	Buildings and Site Equipments	54.9	136,108,894	165,820,540	165,931,605	22%	0%
12	Cash Contributions	2.6	465,954,620	432,415,917	433,539,725	-7%	0%
13	Technical Support Activities	39.0	32,827,074	31,956,575	28,836,801	-12%	-10%
14	Broader Approach	57.3	56,669,282	23,720,823	23,345,897	-59%	-2%
15	DEMO-Dones	8.9	11,449,621	1,090,900	1,011,670	-91%	-7%
16	DEMO-Technology Development Programme	1.0	6,550,000	1,981,276	1,868,214	-71%	-6%
	Sub-total Budget WP	**467**	**927,959,033**	**916,637,554**	**897,720,170**	**-3%**	**-2%**
	Stemming from cancelled appropriations to be entered in the Statement of revenue and expenditure of the following financial years as per Article 12.1 FR				12,748,383		
	Stemming from appropriations corresponding to external assigned revenue from ITER IO as per Art.12.4.b FR			50,116,706	59,124,046		
	Stemming from appropriations corresponding to external assigned revenue from ITER Host State as per Article 12.4.b FR				6,728,693		
	Stemming from appropriations corresponding to internal assigned revenue as per Article 12.4.a FR				1,921,787		
	Stemming from appropriations corresponding to other assigned revenue as per Article 12.4.b FR			52,150	6,660,757		
	Total Budget		**927,959,033**	**966,806,410**	**984,903,837**		

[1] The sub-actions of Vacuum Vessel, In-Vessel Divertor, In-Vessel Blanket and Test Blanket Module are presented merged in one single line due to commercial sensitive
[2] Variation Original: Execution compared to Original WP
[3] Variance Final: Execution compared to last amended WP
Due to some additional miscellaneous revenues, assigned revenues carry over from IO, Iter Host State and other and the final transfers from Administrative to Operational, the final appropriations available at the end of 2025 amount 984.9 Meur

The evolution of the 2025 Work Programme is reflected in its amendments approved by the Governing Board in July and December 2025. The KPI of the execution of the budgeted forecast allocated to the 2025 Work Programme in its last amendment is 97.9%.

The other changes (> +/-10%) in the Operational expenditure (variation of the final implementation in % of the last amended budgeted forecast WP) are:

- **Remote Handling**: Sum of minor commitments not implemented.
- **Diagnostics**: The signature of an amendment for the development of an alternative MIC cable supplier is postponed to 2026.

- **Supporting Activities**: Mostly due to the decreased amount of the premium for the ITER Site Insurance Construction compared to the original plan.

Annex VII Contribution, grant and service level agreements.

Financial Framework Partnership Agreements [13]

On going Grants signed before 31.12.2025

Grant Agreements Reference	Date of Signature	Commitment Value (Euros)	of which committed in 2025	Duration (In months)
F4E-FPA-327 (PMS-DG)-07	20/02/2020	€2,240,971	€0	68
F4E-FPA-364-06	22/10/2018	€1,514,047	€0	86
F4E-FPA-384 (DG)-05	30/07/2018	€2,934,119	€131,123	91
F4E-GRT-553	09/07/2014	€2,562,993	€0	88
F4E-GRT-0901-01	09/03/2018	€2,025,630	€0	82
F4E-GRT-1146-01	25/07/2021	€2,278,348	€0	48
F4E-GRT-1446-01	06/10/2023	€3,199,607	€202,079	64
F4E-GRT-1530-01	13/12/2023	€81,670	€6,000	29
F4E-GRT-1781-01	01/05/2025	€2,015,985	€2,015,985	36
Total		**€18,853,371**		

13 F4E does not provide to other entities Contribution and service level agreements nor Financial Framework Partnership Agreements

Annex VIII – Annual Accounts

FUSION FOR ENERGY

Final Annual Accounts for 2025

of the European Joint Undertaking for ITER and the Development of Fusion Energy

(Fusion for Energy – F4E)

These annual accounts have been drawn up by the Accounting Officer of the European Joint Undertaking for ITER and the development of Fusion Energy (F4E).

The final accounts, together with the opinion of the F4E Governing Board (GB), are sent to the European Commission's Accounting Officer, the European Court of Auditors, the European Parliament and the Council.

The final accounts are published on F4E's website:
https://fusionforenergy.europa.eu/key-reference-documents/

Fusion for Energy

The European Joint Undertaking for ITER
and the Development of Fusion Energy
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Contents

Certification letter from F4E Accounting officer

I acknowledge my responsibility for the preparation and presentation of the annual accounts of Fusion for Energy (F4E) in accordance with Article 102 of the Framework Financial Regulation ('FFR')[1] and I hereby certify that the annual accounts of F4E for the year 2025 have been prepared in accordance with Title IX of the FFR and the accounting rules adopted by the Commission's Accounting Officer, as are to be applied by all the Institutions and Union bodies.

I have obtained from the Authorising Officer, who certified its reliability, all the information necessary for the production of the accounts that show the F4E's assets and liabilities and the budgetary implementation. Based on this information, and on such checks as I deemed necessary to sign off the accounts, I have a reasonable assurance that the accounts present fairly, in all material aspects, the financial position, the results of the operations and the cash-flow of F4E.

Mr Roberto Abad Villanueva
Accounting Officer

Done in Barcelona, 29th May 2026

[1] COMMISSION DELEGATED REGULATION (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council.

Introduction

F4E is a Joint Undertaking created under the Euratom Treaty by a decision of the Council of the European Union (EU)[2].

F4E was established for a period of 35 years from 19th April 2007 and its seat is located in Barcelona, Spain.

The main tasks of F4E are as follows:

- In relation to the obligations stemming from the ITER International Agreement: to provide the contribution of the European Atomic Energy Community (Euratom) to the ITER International Organisation (IO).
- In relation to the obligations stemming from the Broader Approach Agreement with Japan (BA): to provide components, equipment, materials and other resources for BA activities and to prepare and coordinate Euratom's participation in the implementation of BA activities.
- In relation to DEMO: to prepare and coordinate a programme of research, development and design activities other than ITER and BA activities, in preparation for the construction of a demonstration fusion reactor and related facilities, including the IFMIF (International Fusion Materials Irradiation Facility).

Regarding the ITER project, IO and the Domestic Agencies are currently executing the ITER Baseline 2024, as supported by the ITER Council in 2024.

a) F4E revenue is made up of the:

- Euratom contribution

The contribution from Euratom constitutes the main source of revenue for F4E.

The annual contribution is determined in the European Union General Budget in commitment and in payment appropriations, as well as the F4E establishment plan. The revenue received from Euratom is earmarked for operational expenditure and for administrative expenditure (running costs).

The budgetary aspects of the Multiannual Financial Framework (MFF) 2021-2027 and MFF 2028-2034 are particularly relevant for the preparation of this document.

[2] Council decision 2021/281/Euratom of 22 February 2021 Amending Decision 2007/198/Euratom establishing the European Joint Undertaking for ITER and the Development of Fusion Energy and conferring advantages upon it.

The EURATOM contribution to ITER for the whole period 2021 to 2027 amounted to EUR 5 614 million of which EUR 5 560 million (in current prices) for F4E were authorised by the last amendment to F4E Constituent act in 2021[1] . The current F4E budgetary envelope for MFF 2021-2027 has been reduced by EUR 1 052 million (18.9%) for budget years 2023, 2024 and 2025.

The figures for EURATOM contribution to F4E budgets 2028-2030 correspond to the MFF communication[3] and Commission proposal establishing the EURATOM[4] contribution to ITER project. They are indicative, subject to the outcome of the MFF negotiations by the EU budgetary authority

- The ITER Host State Contribution (France)

The contribution from the ITER Host State constitutes the second source of revenue for F4E. France as the ITER Host State covers 9.09% of the total costs of the ITER construction phase, this is equivalent to 20% of the total European participation to the construction of ITER. New principles and methodology to calculate the French contribution are established in the exchange of letter[5] from 2022, with retroactive effect in 2021. It is calculated on the EURATOM contribution to F4E minus the domains of exclusion as agreed in the exchange of letter and defined as follows:

- Administrative expenditure,
- Test Blanket Modules cost,
- DONES cost,
- Broader Approach cost,
- The Transportation cost.

Other activities of F4E not directly related to the construction phase of ITER may in the future be excluded from the scope of calculation by agreement between France and the Commission. Currently it is assumed that France will not contribute specifically to the Technology Development Programme, as it has the same nature as the other domains of exclusion.

[3] A dynamic EU budget for the priorities of the future – The Multiannual Financial Framework 2028-2034 COM(2025) 570, from 16 July 2025.

[4] Legislative financial and digital statement to the Commission Proposal COM (2025)594 from 5 September 2025, establishing EURATOM and the Community's contribution to the ITER project for the period 2028-2032.

[5] Contribution financière française à la construction d'ITER : Lettre du Haut Représentant Français pour ITER (formal exchange of letters on 17 June 2022 and 29 July 2022 between France and the European Commission).

- The Membership contributions (F4E Members except Euratom)

The Annual Membership Contributions are established and adopted annually within the budget. It corresponds to 10% of the administrative budget and are universal (not assigned) revenue.

- Reserve Fund and other tasks requested and financed by IO

The revenue from the Reserve Fund managed by the IO is assigned to the implementation of change orders originating from IO which take place in the framework of the contractual relationships between F4E and the various suppliers.
The revenue from the Reserve Fund and from other requested tasks is earmarked for financing the corresponding requests for change from IO introduced after 5th March 2015.

b) United Kingdom and Switzerland Participation in ITER Programme

The United Kingdom ceased being a F4E Member in January 2020 following its withdrawal from Euratom. In September 2023, the UK confirmed that it will take forward its own fusion energy strategy instead of associating with the Euratom programme.

Taking into account that Switzerland concluded a cooperation agreement with Euratom in the field of controlled nuclear fusion that associates its respective research programmes with the Euratom programme (Euratom Research and Training programme) with provisional effect as of 01/01/2026 and expressed its wish to become Member of F4E, Switzerland will re-join F4E as from 01/01/2026. Switzerland ceased being an F4E member in December 2020, when the previous cooperation agreement in the field of controlled nuclear fusion expired.

c) Main achievements during 2025

In 2025, F4E completed the updates of cost and schedule reflecting the ITER Baseline 2024, further progressed in the work and continued the delivery of some of the major components to ITER to continue the assembly activities. Notably in 2025 in a major milestone, F4E delivered the second European Vacuum Vessel sector to IO. In another major development 2nd to 8th Torus & Cryostat Cryopumps were delivered to ITER Site, completing Torus and Cryostat Cryopumps deliveries. As far as buildings are concerned, F4E completed the Construction of Fast Discharge & Switching Network Resistor Building 75 and completed the Construction of Control Building 71 non-PIC part. In a major milestone for ITER Divertor, the Hot Helium Leak Test was completed for the first Divertor Cassette Body. Both design and manufacturing activities have progressed in laboratories and industry in Europe.

In 2025 F4E achieved the highest ever Annual M-SPI:

$$Annual\ M-SPI = \frac{Number\ of\ milestones\ with\ Status = Completed}{Number\ of\ milestones\ with\ reference\ date\ \leq Current\ month} = 0.91$$

The achievements during the year are detailed in the 2025 Consolidated Annual Activity report (with the annual accounts in annex).

d) Impact of international situation

During 2022 and 2023 F4E experienced strong inflationary effects, initially due to COVID-19 induced supply chain issues and then (after February 2022) due to the war in Ukraine. The estimated impact of these on the total F4E EAC amounts to EUR 224 million (2008 value) per the latest estimate. This EAC increase is expected to continue to materialize as additional expenditure in the years 2026-2027. This inflationary effect in raw material prices, both in existing contracts and tenders received in 2025 indicated stabilization of the impact of the international situation.

e) 2025 Accounts

The 2025 financial statements of F4E and its reports on budget implementation for 2025 have been prepared in conformity with:

- The Council Decision establishing F4E,
- The Financial Regulation (FR) applicable to the general budget of the European Union[6],
- The F4E FR[7],
- The « Inventory directive » (EC n° 643/2005),
- The European Commission's consolidation manual for the 2025 closure.

The accounts have also been drawn up in accordance with the accounting rules adopted by the Accounting Officer of the European Commission (EC). As an EU body, F4E is fully consolidated in the EU accounts.

[6] Regulation (EU, Euratom) No 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union – OJ L 2024/2509.

[7] F4E Financial Regulation adopted by F4E Governing Board on 9-10/12/2019 – F4E(19)-GB45-45.

Articles 80.1 and 82.1 of the general FR state that the Accounting Officer of the EC adopts the accounting rules and the harmonised chart of accounts to be applied by all institutions and EU bodies. They are accrual-based accounting policies derived from International Public Sector Accounting Standard (IPSAS) or by default, International Financial Reporting Standards (IFRS).

F4E has implemented the ABAC system (Accrual Based Accounting) owned by the EC and used by many EU bodies. The accounting and budgetary information is integrated in one system which has SAP as a back-end for the accounting part. The workflow system in ABAC allows the Authorising Officer to ensure that the "four eyes" principle has been observed for each transaction.

The representation letter related to the accounts 2025 has been transmitted to the President of the European Court of Auditors (ECA) in a separate note. It includes no reservation from the F4E Accounting Officer.

In line with Article 70.6 of the FR applicable to the general budget of the EU, PKF Littlejohn LLP has been appointed as independent external auditor to verify that the 2025 annual accounts properly present the income, expenditure and financial position of F4E.

ECA shall prepare a specific Annual Report in line with the requirement of Article 287 (1) TFEU. When preparing this report, ECA shall consider the audit work performed by the independent external auditor and the action taken in response to the auditor's findings.

The European Parliament is the discharge authority within the EU. This means that, following the audit and finalisation of the annual accounts, it falls under the responsibility of the Council to recommend and then to the European Parliament to give a discharge to F4E.

Part I: Financial Statements 2025

1 Balance Sheet

As at 31 December 2025 EUR thousands

	Note	2025	2024
CURRENT ASSETS			
Cash and cash equivalents	5.2.1.	25	22
Receivables	5.2.2.	496 464	330 181
Pre-financing	5.2.3.	10 603	29 771
		507 092	**359 974**
NON-CURRENT ASSETS			
Pre-financing	5.2.3.	78 633	78 777
Property, plant and equipment	5.2.4.	651	566
Intangible assets	5.2.4.	98	93
		79 382	**79 437**
TOTAL ASSETS		**586 474**	**439 411**
CURRENT LIABILITIES			
Accounts payable	5.2.5.	306 768	240 255
Accrued charges and deferred income	5.2.6.	151 784	129 933
Current provisions	5.2.7.	3 846	0
		462 398	**370 188**
NON-CURRENT LIABILITIES			
Non-Current provisions	5.2.7.	132 564	201 201
		132 564	**201 201**
TOTAL LIABILITIES		**594 962**	**571 389**
NET ASSETS		**-8 488**	**-131 978**
NET ASSETS/EQUITY			
Accumulated surplus/deficit		-131 978	-165 801
Economic result of the year - Profit (+)/Loss (-)		123 491	33 823
NET ASSETS	5.2.8.	**-8 488**	**-131 978**

Fig. 1 Balance Sheet

2 Statement of Financial Performance

As at 31 December 2025 EUR thousands

	Note	2025	2024
NON-EXCHANGE REVENUES			
Revenue from Euratom		635 078	554 581
Revenue from other contributors (Member States)		142 200	68 200
Other non exchange revenue		66 950	8 741
		844 228	**631 522**
EXCHANGE REVENUES			
Reserve Fund		5 761	5 791
Other revenues		6 622	664
		12 383	**6 455**
TOTAL REVENUE	5.3.1.	**856 611**	**637 978**
OPERATIONAL EXPENSES	5.3.2.		
Expenses with third parties		650 247	525 446
		650 247	**525 446**
OTHER EXPENSES	5.3.3.		
Staff costs		64 951	61 172
Provisions - additions and adjustments		248	235
Property, plant and equipment related expenses		2 340	1 755
Other expenses		15 335	15 546
		82 873	**78 709**
TOTAL EXPENSES		**733 121**	**604 155**
SURPLUS (+) / DEFICIT (-) OF THE YEAR		**123 491**	**33 823**

Fig. 2 Statement of Financial Performance

3 Cash Flow Statement (indirect method)

As at 31 December 2025 EUR thousands

	2025	2024
Surplus/(deficit) from ordinary activities	**123 491**	**33 823**
Operating activities		
Amortization (intangible fixed assets) +	39	46
Depreciation (tangible fixed assets) +	78	44
Increase/(decrease) in Provisions for risks and liabilities	-64 792	-5 702
Increase/(decrease) in Value reduction for doubtful debts	0	0
(Increase)/decrease in Stock	0	0
(Increase)/decrease in Long term Pre-financing	145	-1 033
(Increase)/decrease in Short term Pre-financing	19 168	-9 891
(Increase)/decrease in Long term Receivables	0	0
(Increase)/decrease in Short term Receivables	-166 283	-138 102
Increase/(decrease) in Other Long term liabilities	0	0
Increase/(decrease) in Short term Liabilities	88 364	121 101
	210	**285**
Investing activities		
Increase of tangible and intangible fixed assets (-)	-430	-496
Proceeds from tangible and intangible fixed assets (+)	223	208
	-207	**-288**
Net increase/(decrease) in cash and cash equivalents	**3**	**-3**
Cash and cash equivalents at the beginning of the period	22	25
Cash and cash equivalents at the end of the period	**25**	**22**

Fig. 3 Cash Flow Statement

4 Statement of Changes in Net Assets

As at 31 December 2025 EUR thousands

Net assets	Accumulated Surplus (+) / Deficit (-)	Economic result of the year	Net assets (Total)
Balance as of 31 December 2024	**-165 801**	**33 823**	**-131 978**
Balance as of 1 January 2025	**-165 801**	**33 823**	**-131 978**
Fair value movements	0	0	0
Allocation of the Economic Result of Previous Year	33 823	-33 823	0
Economic result of the year	0	123 491	123 491
Balance as of 31 December 2025	**-131 978**	**123 491**	**-8 488**

Fig. 4 Statement of Changes in Net Assets

5 Notes to the Financial Statements

5.1 Accounting Principles

The Financial statements provide information about the financial position, performance and cash flow of an entity that is useful to a wide range of users. For a public sector entity such as F4E, the objectives are more specifically to provide information useful for decision-making, and to demonstrate the accountability of the entity for the resources entrusted to it.

The accounts of the Joint Undertaking comprise the general accounts and the budget accounts. These are kept in euro on the basis of the calendar year. The budget accounts give a detailed picture of the implementation of the budget. They are based on the modified cash accounting principle. The general accounts allow for the preparation of the financial statements which consist of a balance sheet designed to establish the financial position of F4E as of 31 December, a statement of financial performance, showing all income and expenditure for the financial year, a statement of changes in net assets and a cashflow statement.

Article 98 of F4E FR sets out the accounting principles to be applied for drawing up the financial statements.

Use of estimates

In accordance with IPSAS and generally accepted accounting principles, the financial statements include amounts based on estimates and assumptions by the management based on the most reliable information available.

Significant estimates include, but are not limited to, amounts for provisions, accounts receivables, accrued income and charges, contingent assets and liabilities, and the degree of impairment of intangible assets and property, plant and equipment. Actual results could differ from those estimates. Changes in estimates are reflected in the period in which they become known.

IPSAS 11 – Construction contracts

Most of the components that make up ITER will be delivered by the ITER parties (including F4E) “in-kind” (providing directly the components rather than contributing only in cash).

The EU contribution to IO through F4E is established on the ITER Agreement and Common Understanding on Procurement Allocation and its amendments, and it comprises mainly buildings, magnets, vessels and other engineering components.

On the basis of Procurement Arrangements (PA), F4E launches procurements and concludes contracts with the industry. The industry delivers usually directly to IO, which also performs the acceptance. IO then informs F4E about the acceptance, i.e. IO recognises the credits to F4E. In order to consider that the PA obligations have been fulfilled by each party, the PA value has to be fully earned, independently of the actual cost incurred for executing the scope of work of each PA.

For each PA key milestone an ITER credit is associated and this is released to the specific Party whenever the milestone has been achieved and the related documentation has been verified by IO. Therefore the progress in the execution of the work and in discharging the EU from its obligation toward the ITER Agreement is recognized by means of credits earned by F4E depending on the achievement of project milestones laid down in each PA.

As there is no specific EC accounting rule covering those operations, F4E refers to IPSAS rule n° 11 “Construction contracts”.

The ITER Agreement and Common Understanding on Procurement Allocation and its amendments together with the F4E Statutes can be considered as a binding arrangement and therefore as a construction contract according to IPSAS 11.

From an IPSAS 11 perspective, F4E can be considered as contractor and the agreement with Euratom as a construction contract.

Based on the accounting guidance applicable to the type of transactions managed by F4E, the cost of the items, acquired or constructed, incurred with the purpose of the final manufacture of the research components that F4E agreed to deliver **should be expensed when incurred**.

The recognition as an expense is the approach that better captures the nature of the transaction given that :

- in most of the cases the suppliers hold the economic ownership (i.e., it is not presently controlled by F4E);
- F4E does not foresee using the assets for another purpose, or
- F4E agrees/foresees to provide the legal ownership to the subcontractors for no consideration after delivery.

It is to be noted that the use of IPSAS rule n° 11 (Construction contracts) is extended to the accounting of all operational contributions within the ITER and BA agreements.

5.2 Notes to the Balance Sheet

5.2.1 Cash and Cash Equivalent

EUR

Description	31.12.2025	31.12.2024
Bank accounts:		
Current accounts	0.00	0.00
Imprest accounts/Cash in hand	25 000.00	22 284.61
Short-term deposits	0.00	0.00
TOTAL	**25 000.00**	**22 284.61**
EC Central treasury:	53 645 501.48	43 819 188.01

Fig. 5 Central treasury and Cash Equivalents

The cash position at the end of 2025 is composed of two imprest accounts (petty cash).

No bank interests have been generated in 2025.

To increase the efficiency, F4E has externalised its treasury to the EC in May 2019. In line with the accounting guidance, those funds belonging to F4E are accounted as Sundry receivables.

5.2.2 Current Receivables

All receivables are carried out at the original amount less write-down for impairment when there is objective evidence that F4E will not be able to collect all amounts due according to the original payment terms.

Current receivables: EUR 7 336 054.12 referring mainly to the recoverable VAT from France.

Sundry receivables: EUR 53 692 375.14 composed mainly of the funds belonging to F4E but managed by the EC Central treasury (see also above point 5.2.1.).

Deferrals: EUR 433 106 592.63 corresponding to the deferred charges related to the 2026 cash contribution to IO (EUR 430.5 million), deferred charges for insurance premiums (EUR 1.1 million) and other deferred administrative expenses paid in advance (EUR 1.6 million).

Accrued income: EUR 2 327 284.21 referring to the income from the ITER Reserve fund.

5.2.3 Pre-Financing

Pre-financing is a payment intended to provide the beneficiary with a cash advance, i.e. a float (related mainly to operational procurement contracts). It may be split into a number of payments over a period defined in the specific pre-financing agreement. The float or advance is repaid or used for the purpose for which it was provided during the period defined in the agreement. If the beneficiary does not incur eligible expenditures, he has the obligation to return the pre-financing to F4E.

The amount of the pre-financing is reduced (wholly or partially) by the acceptance of eligible costs and amounts returned.

At year-end, outstanding pre-financing amounts are valued at the original amount(s) paid, less amounts returned, eligible amounts cleared, estimated eligible amounts not yet cleared at year-end, and value reductions.

EUR

Pre-financing without interest for F4E	**31.12.2025**	**31.12.2024**
Pre-financing given to third parties (non-current)	78 632 850.04	78 777 465.40
Pre-financing given to third parties (current)	46 716 675.36	54 664 028.09
Accrued charges on Pre-financing given to third parties	-36 113 922.39	-24 893 415.54
TOTAL	**89 235 603.01**	**108 548 077.95**

Fig. 6 Pre-Financing

It is estimated that EUR 78.6 million of the pre-financing open at 31/12/2025 will be cleared with eligible amounts after 2026.

5.2.4 Fixed Assets

An asset shall be recognised only if it is probable that the expected future economic benefits or service potential that are attributable to that asset will flow to F4E and that the cost or fair value of the asset can be measured reliably. Service potential would refer to assets that are used to achieve an objective but which do not directly generate net cash inflows. In the context of F4E this comprises all assets that are used by F4E to fulfil its objectives.

F4E books as fixed assets only items with a purchase price above EUR 5 000.00. Items with a lower value, such as monitors, digital cameras, etc., are treated as expenses of the year but are however registered in the physical inventory. All assets are stated at cost less accumulated depreciation and impairment losses.

F4E has introduced the module ABAC Assets in 2008. ABAC Assets has been developed to meet the requirements of the EC “Inventory Directive” (EC n° 643/2005) and its content is replicated in SAP Assets Accounting module.

All fixed assets are depreciated monthly, with zero residual value, over a variable useful lifetime:

Asset type	Annual depreciation rate
Intangible fixed assets	**25%**
Tangible fixed assets	
Buildings	**4%**
Plant and equipment	**12.5%, 25%**
Furniture and vehicles	
Office furniture	**10%**
Transport, electrical office, printing and mailing equipment	**25%**
Kitchen, Printshop and postroom equipment	**12.5%**
Computer hardware	**25%**
Other fixtures and fittings	
Audiovisual and Telecommunications equipment	**25%**
Computer, scientific and general books, documentation	**25%, 33%**
Health, safety, protective, security and medical equipment,	**12.5%**
Other	**10%**
Tangible fixed assets under construction	**0%**

Fig. 7 Depreciation Rate

Intangible fixed assets:

An intangible asset is an identifiable non-monetary asset without physical substance.

Regarding the internally developed intangible assets (e.g. software), the requirements of the accounting rule n°6 from 1/1/2010 onwards are:

- costs directly linked to an internally developed intangible asset, providing they meet the necessary criteria, must be capitalised as asset under construction. Once the project goes live, the resulting asset will be amortised over its useful life,
- the amount of research expenses incurred on IT projects and development costs not capitalised (e.g. for small projects below threshold, see Fig.10 under note 5.3.3. below) must be disclosed in the financial statements.

As of 31/12/2025, all projects identified were below the threshold of EUR 500 000.00 used by F4E for the capitalisation of internally generated intangible assets.

Tangible fixed assets:

A tangible asset is an identifiable non-monetary asset with physical substance.

The following table Fig.8 provides the variation of the fixed assets in 2025 :

EUR

ASSETS		Intangible fixed assets			Tangible fixed assets							Fixed assets
2025		**Intangible fixed assets internally generated**	**Computer Software**	**Total Intangible fixed assets**	**Buildings**	**Plant and Equipment**	**Computer hardware**	**Furniture and vehicles**	**Other Fixtures and Fittings**	**Tangible Fixed Assets under Construction**	**Total Tangible fixed assets**	**Total fixed assets**
Gross carrying amounts 01.01.2025	+	**0.00**	**3 003 863.46**	**3 003 863.46**	**0.00**	**975 262.77**	**3 439 519.50**	**690 614.79**	**521 719.68**	**0.00**	**5 627 116.74**	**8 630 980.20**
Additions	+		44 112.80	**44 112.80**		241 195.36	145 094.62				**386 289.98**	**430 402.78**
Disposals	-			**0.00**			-165 206.50	-15 020.34	-42 945.22		**-223 172.06**	**-223 172.06**
Transfer between headings	+/-			**0.00**							**0.00**	**0.00**
Other changes :	+/-			**0.00**							**0.00**	**0.00**
Gross carrying amounts 31.12.2025		**0.00**	**3 047 976.26**	**3 047 976.26**	**0.00**	**1 216 458.13**	**3 419 407.62**	**675 594.45**	**478 774.46**	**0.00**	**5 790 234.66**	**8 838 210.92**
Accumulated amortization and impairment 01.01.2025	-	**0.00**	**-2 910 448.46**	**-2 910 448.46**	**0.00**	**-847 232.77**	**-3 095 646.50**	**-625 987.79**	**-492 428.68**	**0.00**	**-5 061 295.74**	**-7 971 744.20**
Depreciation	-		-39 284.80	**-39 284.80**		-108 282.36	-162 976.62	-19 884.00	-10 270.00		**-301 412.98**	**-340 697.78**
Write-back of depreciation	+			**0.00**							**0.00**	**0.00**
Disposals	+		0.00	**0.00**			165 206.50	15 020.34	42 945.22		**223 172.06**	**223 172.06**
Impairment	-			**0.00**							**0.00**	**0.00**
Write-back of impairment	+			**0.00**							**0.00**	**0.00**
Transfer between headings	+/-			**0.00**							**0.00**	**0.00**
Other changes :	+/-			**0.00**							**0.00**	**0.00**
Accumulated amortization and impairment 31.12.2025		**0.00**	**-2 949 733.26**	**-2 949 733.26**	**0.00**	**-955 515.13**	**-3 093 416.62**	**-630 851.45**	**-459 753.46**	**0.00**	**-5 139 536.66**	**-8 089 269.92**
Net carrying amounts 31.12.2025		**0.00**	**98 243.00**	**98 243.00**	**0.00**	**260 943.00**	**325 991.00**	**44 743.00**	**19 021.00**	**0.00**	**650 698.00**	**748 941.00**
Accounts				210000	221000	230000	241000	240000	242000	244000	200000	

Fig. 8 Intangible and Tangible Fixed Assets

5.2.5 Accounts Payable

Current and sundry payables are **EUR 304 698 689.29** and are composed of the balance of the 2025 cash contribution to IO (EUR 304.7 million) and suppliers' invoices received but not paid at year end and reimbursements to staff.

Pre-financing received from Euratom totalled **EUR 2 069 156.10** refers to the balance of the budget outturn account 2025, to be reimbursed to the EC in 2026 (Cf. point 6.6. Budget outturn account).

5.2.6 Accrued Charges and Deferred Income

In accordance with EU Accounting Rule n° 3, accruals are made to recognize the amounts to be paid for goods or services that have been received or supplied but have not been paid, invoiced or formally agreed with the supplier, including amounts due to employees. The accruals are based on project analysis performed by the Authorizing Officer and cross-checked with the amounts actually invoiced at the time of finalization of the accounts.

The amount of **EUR 151 784 253.67** includes:

- EUR 108 935 185.81 for services rendered in 2025 on operational activities and not invoiced at 31/12/2025,
- EUR 6 171 060.39 for services rendered in 2025 on administrative expenditures and not invoiced at 31/12/2025,
- EUR 1 847 491.82 for F4E staff's untaken leave as at the end of December 2025. In conformity with EC Accounting Rule n° 12, an entity shall recognize the cost of holidays carried over to the following years during the year the services were rendered by the staff members,
- EUR 34 755 531.79 as deferred income, for the revenue received from IO for the Reserve fund for which the works have not been performed at 31/12/2025.

5.2.7 Provisions

Provisions are recognised when F4E has a legal or constructive obligation towards third parties as a result of past events, for which it is more likely than not that an outflow of resources will be required to settle the obligation, and when the amount can be reliably estimated. Provisions are not recognised for future operating losses. The amount of the provision is the best estimate of the expenditures expected to be required to settle the present obligation at the reporting date. The EU Accounting rule n°10 (Provision, contingent assets and liabilities) is applicable.

As at 31 December 2025 EUR

Description	Amounts at 31.12.2024	Amounts used	Amounts cancelled	Transfer to current	Addition and value adjustments	Amounts at 31.12.2025
Decommissioning fund	190 994 364.55	0.00	0.00	0.00	-58 430 715.37	132 563 649.18
Additional contribution to Japan/QST	10 206 773.78	-6 608 606.71	0.00	-3 845 795.64	247 628.57	0.00
Total	**201 201 138.33**	**-6 608 606.71**	**0.00**	**-3 845 795.64**	**-58 183 086.80**	**132 563 649.18**

Fig. 9 Non-current and current Provisions

Provision for the decommissioning fund :

When the construction of an asset requires removal after the end of its useful life and restoration of the site, then a present obligation arises at the time of its construction.

This dismantling and restoration of ITER will be performed into 2 phases :

- **Phase 1** (called Deactivation at ITER) : to bring the ITER Facility and Site to the reference state agreed with the Host State allowing change of Nuclear Operator (this may include removal of part/all in-vessel components and the decontamination of identified systems, with management of the associated waste).
  According to the Overall Project Cost (OPC) approved by the ITER Council[8], the cost of Deactivation is estimated to EUR 281.0 million in 2001 value. The EU share of the estimated costs for Deactivation is EUR 95.54 million (34 % of EUR 281.0 million).
  As the activation is foreseen around 2035 (during the Start of Research Operation), there are no provision for the Deactivation phase at 31.12.2025.

- **Phase 2** : all remaining decommissioning activities.

IO shall be responsible for completing Phase 1, and the Host State for performing ITER Decommissioning Phase 2.

According to the OPC, the ITER members will plan to provide their contributions to the costs of Phase 2 Decommissioning by regular annual payments during the course of the ITER operation into a dedicated fund through the IO budget.

The Decommissioning cost is estimated to EUR 530.0 million in 2001 value (not including the Deactivation cost). The EU share of the estimated costs for Decommissioning is EUR 180.2 million (34 % of EUR 530.0 million).

[8] Updated Overall Project Cost (OPC) – ITER_D_EG2AQY approved at IC-36 (18 – 19 June 2025)

Based on the proposed ITER Baseline 2024, the estimated provision for the decommissioning fund has been reduced by EUR 58.43 million. The percentage of completion used for the calculation has been revised from 69.28 % at the end of 2024 to 51.35 % for the financial year 2025.

The following assumptions have been made for the calculation of the provision as of 31st December 2025 :

- use of the IO Baseline 2024 proposal of June 2024 as a working baseline (going beyond 2042 – current legal date of F4E closure),
- the percentage of completion, discharge of obligations to ITER is estimated at 51.35 % as of 31.12.2025 (based on the actual payments for ITER Construction versus the Estimate at Completion – see below Fig. 14 Cost Estimate in Payment),
- the cost contributions will be done in equal annual instalments during the Operation Phase,
- EU HICP annual inflation rate from 2001 to 2025,
- an annual inflation rate of 2.0 % provided by Eurostat to reflect future prices,
- the contributions in future prices are discounted on average 3.3 % per year (ECB – zero coupon rate).

Other provision - Additional financial contribution to Japan :

Regarding the arrangements signed between F4E, the JAEA and IO, the transfer of procurement responsibilities from Europe to Japan is implemented through annual cash contributions.

In addition to the original agreements, in January 2014, Euratom and the Japanese Ministry of Science and Technology reached an agreement for settling the transfer of procurement responsibilities, following the request by Japan for an additional financial contribution of EUR 75.0 million (2014 value).

The provision has been consumed with three payments (EUR 70.0 million in 2020, EUR 1.4 million in 2021 and EUR 6.6 million in 2025). The balance is estimated to be executed in 2026.

Therefore, in compliance with the accounting rules, the provision has been adjusted based on :

- EU HICP annual inflation rate from 2014 to 2025,
- an annual inflation rate of 2.0 % provided by Eurostat to reflect future prices,
- the contributions in future prices are discounted on average 2.0 % per year (ECB – zero coupon rate).

5.2.8 Net Assets

F4E net assets are increased by the positive financial performance of the year (EUR 123.5 million) totalling **EUR – 8 487 709.91** as of 31 December 2025.

The resources of F4E consist of contributions from Euratom and from the ITER Host State, annual membership, voluntary contributions from the Members other than Euratom and additional resources.

It is to be noted that according to F4E FR, if the balance of the outturn account is positive, it shall be repaid to the EC up to the amount of the Euratom contribution paid during the financial year (see point 6.6. Budget outturn account).

5.3 Notes to the Statement of Financial Performance

5.3.1 Revenue

F4E's revenues consist mainly of contributions granted by Euratom as a participation in the financing of F4E, the ITER Host State, annual membership contributions from other members than Euratom, the ITER Reserve Fund, recoveries of expenses as well as revenue from liquidated damages.

A distinction is made in the Statement of financial performance between :

- revenue from **non-exchange transactions** (mainly from contributors) : the related receivables and revenue are recognized when the recovery orders are issued by F4E (in line with the payment needs and within the Budget approved by F4E's GB). At the end of each financial year, the surplus assessed for budget purposes on a modified cash basis is returned to Euratom (see point 6.6. Budget outturn account). The EU Accounting rule 17 – Revenue from non-exchange transactions is applicable.
- revenue from **exchange transactions** (mainly from the ITER Reserve Fund) : the revenue recognition criteria applied are those described in the EU Accounting rule n° 4.
  It is to be noted that the revenue from the ITER Reserve Fund is recognised subject to the:
  - authorisation for financing from the Reserve Fund, implemented through the decisions of the Executive Project Board;
  - approval of the related contractual amendment, given by the IO-DG;
  - implementation of the related actions by F4E's suppliers (allowing to match the cost with the revenue from ITER).

The operating revenues, **EUR 856 611 492.11** (EUR 637 977 687.57 in 2024), include mainly the 2025:

- **Euratom contribution**: EUR 635 078 334.21
- **ITER Host State contribution**: EUR 134 000 000.00
- **Membership contributions**: EUR 8 200 000.00
- **Revenue from ITER**: EUR 5 760 618.39
- **Adjustment of Provisions**: EUR 65 039 322.08

5.3.2 Operational Expenses – EUR 650 247 455.41 (EUR 525 446 064.03 in 2024)

The types of expenses that F4E reports include exchange expenses (where F4E receives goods or services in return) and non-exchange expenses (where F4E transfers value to another entity without receiving anything in exchange).

In line with IPSAS rule n° 11, the construction contracts for which no inflow of service potential will arise to F4E are accounted as expense (operational items that are being built by F4E's contractors and directly handed over to IO after acceptance by the latter – including tooling and work in progress).

5.3.3 Other Expenses – EUR 82 873 450.27 (EUR 78 708 755.81 in 2024)

- **Staff expenses**: **EUR 64 950 650.42** (EUR 61 172 211.49 in 2024)

  It includes the total gross salaries (including allowances, social contributions, taxes and pension contributions), employer's contribution for social security, allowances for seconded national experts and other staff related costs. The above social contributions and taxes are transferred to and managed by the EU Paymaster Office (PMO).

- **Provision for liabilities**: **EUR 247 628.57** refers to the yearly addition and value adjustment of the provisions described here above under point 5.2.7.

- **Property, plant and equipment related expenses**: **EUR 2 340 269.36** refers to the yearly depreciation of fixed assets and the cost for building rent, maintenance and security.

- **Other administrative expenses**: the amount of **EUR 15 334 901.92** includes mainly the following items:

EUR

	2025	2024	Variation
IT costs – operational/support	6 403 287.13	5 340 637.10	1 062 650.03
IT costs - development	1 306 438.46	1 310 431.98	-3 993.52
Missions	2 310 127.46	2 290 868.10	19 259.36
Interim staff	979 936.28	617 855.70	362 080.58
Office supplies & maintenance	633 114.05	1 263 763.13	-630 649.08
Training	629 717.30	903 459.66	-273 742.36
Communications & publications	586 236.53	702 769.11	-116 532.58
Service level agreement with EU Paymaster Office/DG HR	506 174.65	461 120.26	45 054.39
Experts and related expenditure	497 797.47	370 765.98	127 031.49
Legal expenses	67 402.68	939 471.42	-872 068.74
Car and transport expenses	33 507.70	19 328.01	14 179.69
Recruitment	15 212.30	285 286.75	-270 074.45
Interest expense on late payment	4 779.69	3 654.35	1 125.34

Fig. 10 Other Administrative Expenses

5.4 Off Balance Sheet Items and Notes

5.4.1 Contingent Assets

A contingent asset is a possible asset that arises from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of F4E. A contingent asset is disclosed when an inflow of economic benefits or service potential is probable.

Contingent assets are assessed at each balance sheet date to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognised in the financial statements of the period in which the change occurs.

Performance guarantees

Guarantees are possible assets (or obligations) that arise from past events and whose existence will be confirmed by the occurrence or non-occurrence of the object of the guarantee. Performance guarantees received can thus qualify as contingent assets. A guarantee is settled when the object of the guarantee no longer exists. It is crystallised when the conditions are fulfilled for calling a payment from the guarantor.

Performance guarantees are sometimes requested to ensure that beneficiaries of F4E funding meet the obligations of their contracts with F4E.

EUR

Description	31.12.2025	31.12.2024
Performance guarantees	110 834 323.06	128 288 890.83

Fig. 11 Performance guarantees

5.4.2 Contingent Liabilities and Significant Legal Commitment

Contingent liabilities – TB13 Contract

A contingent liability is:

- A possible obligation that arises from past events and of which the existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of F4E; or
- A present obligation that arises from past events but is not recognised because:
  - It is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
  - The amount of the obligation cannot be measured with sufficient reliability.

In June 2025, the TB13 contractor issued a notice of Claim for extra costs incurred in relation with executing its works. The Employer's project management team reach an amicable settlement with the Contractor in view to compensate part of the incurred cost up to EUR 1.5 million.

The Parties entered the first tier of the FIDIC based construction contracts dispute settlement phase which consists for the Parties' Senior Representatives to meet and endeavour in good faith to reach an agreement to resolve the Dispute. The Parties agreed to initiate a dispute avoidance procedure in January 2026 and requested informal assistance from the Panel of Adjudicators.

Other – Future obligations[9]

The information provided under this note refers to the F4E open obligations under the ITER, BA and DONES activities. Those future obligations are considered as net deficits from future operating activities and reported as significant legal commitment.

ITER is being constructed at Cadarache in the South of France. Europe supports 45.46% of the construction cost and 34% of the cost of operation, deactivation and decommissioning of the facility as well as preparing the site.

[9] Due to rounding, some (sub) totals may not equal the sum of the separate figures.

In addition to the construction of the ITER machine, F4E will have to contribute to the ITER operational phase and to the subsequent ITER deactivation and decommissioning phases. The F4E contribution to the deactivation and the decommissioning phases is defined as EUR 95.54 million (in 2001 values) and EUR 180.2 million (in 2001 values). These values were defined in line with previous ITER baseline and IO will review them in the future in the context of ITER baseline 2024.

Most of the components that make up the ITER facility are to be manufactured by each of the ITER Parties and contributed in-kind to ITER through Domestic Agencies. F4E will provide components to ITER on behalf of the EU.

In addition to the in-kind procurements F4E has also an obligation to finance the transportation of the non-EU components from the entry site in France (i.e. either Fos-sur-Mer or the Marignane airport) to Cadarache.

Additionally, as far as the Test Blanket System is concerned, in 2014 F4E has signed two TBM Arrangements for the delivery of two systems to the ITER site.

The contractual commitments for which budgetary commitments have not yet been placed refer to the outstanding activities which have not yet been awarded as procurement contracts to European industry.

F4E maintains an estimate of the cost of completing its obligations to ITER. This comprises the costs already committed, and the estimate of the future commitments. This is managed in EcoSys and an extract is presented to each of the biannual GB meetings.

The table below shows an update of these figures with a cut-off date of December 2025, and expressed in EUR 2008 (used as basis to ensure a comprehensive financial monitoring).

Cost Estimate at 31/12/25 (MEUR-2008 value)	**Actual Commitment (1)**	**Estimate to Complete (2)**	**Estimate at Completion (3)=(1)+(2)**
BA Phase 1	65.21	0.00	65.21
BA Phase 2	74.69	314.04	388.74
IFMIF/DONES Construction	2.57	309.39	311.96
ITER Construction	8 987.55	7 008.32	15 995.87
ITER Operation	0.00	1 798.79	1 798.79
ITER Support >= 2043	0.00	462.87	462.87
TOTAL	**9 130.03**	**9 893.41**	**19 023.44**

Fig. 12 Cost Estimate in Commitment (in 2008 value)

The F4E Estimate at Completion (EaC) comprises two major elements – (a) the costs incurred directly by F4E and (b) the cash contributions representing the EU share of the IO costs. EaC covers the costs of the full Construction Phase and the costs of the Operation Phase that will be incurred in the same timeframe. The costs after 2042 (statutory date of F4E closure) are the costs towards the Spares, Decommissioning Phase and the Deactivation Phase.

EaC as of December 2025 indicates EUR ~0.9 billion[2008] increase compared to December 2024.

The main driver of the increase is the reflection of new ITER baseline (IO management reserve risk, IO cash contribution alignment and F4E ITER in kind risk) at EUR ~0.4 billion[2008]. Additional EUR ~0.5 billion[2008] increase is driven mostly by Nuclear Maintenance and Radwaste Facility (NMRF) estimates and DONES risk EAC updates.

The following key assumptions have been made in the compilation of the EaC :

- The new 2024 ITER schedule and technical baselines were used in preparation of this document. While IO presented to the ITER Council (IC34[10] in June 2024) a proposal for updated costs for the new baseline, the proposal was not yet approved, however IO was instructed to proceed with implementing the proposed baseline. As such the proposal has been taken into account while compiling this EaC, both for cash contribution to IO and F4E in-kind contribution.
- F4E's Internal running costs (administration costs) are allocated to the construction phase until 2034, and to the Operation Phase from 2035 until 2042. 2034 is in line with the Start of Research Operations (SRO) date of the new ITER project baseline schedule and 2042 represents the legal date of F4E closure.
- EaC for In-kind F4E scope was adjusted in line with the draft ITER project baseline, driving evolution of scope and necessary schedule optimisation. The bulk of scope evolutions are reflected in IO EaC and not F4E EaC, and may still, in some cases, end up being allocated to F4E in the form of future PCRs. F4E introduced a risk in the system to model secondary impacts on F4E scope due to ITER 2024 re-baselining.
- F4E legally closes down in 2042, however IO costs may continue post 2042. As such F4E presents the EaC until the end of 2042, with an Annex describing EU financial obligations to ITER project post 2042.

[10] From IC-34 Record of Decisions (ITER_D_B92RQQ v1.3)

… Supported the IO, together with the DAs, to use the proposed Baseline 2024 as a working plan as of June 2024 for progress monitoring and operational management of the Project without prejudice to the overall cost and annual budgetary procedures.

- No construction or operations costs for IO are considered post 2042.
- F4E cash contribution to the cost of decommissioning and deactivation is assumed to be equal to the costs of 2016 ITER project baseline in constant money as per IO documentation.
- The requirement changes (PCR's, which have been a major problem for F4E over previous years) will be funded via the Reserve Fund or any other IO budget.

  It is recognised that despite strong management pressure at IO and F4E it is impossible to reduce the rate of changes to zero. These changes may cause further delays and cost impacts to ongoing and future construction activities.

- The nuclear safety requirements: F4E is working with IO to ensure that the designs being developed respect the various nuclear safety requirements. Nevertheless, the French nuclear safety authority (ASN) has the ultimate authority and interacts only with IO, and any future changes required could have a high-cost impact.
- The budget that will finally be allocated to F4E for the current MFF period (2021-2027) is consistent with the decision made by the European Council[11], with the associated ITER Host State (France) contribution and subsequent annual budget cuts for 2023, 2024 and 2025. No compensation for cuts to annual budgets for 2023, 2024 and 2025 is assumed to be received in current MFF**.**
- NMRF costs related to DT2 Phase as well as an additional building to support decommissioning at the end of DT1 or DT2 phase are outside the perimeter of this estimate.

  The following assumptions were used for NMRF procurement : a) Competitive Dialogue, b) Cap cost, c) Design to cost, d) Single contract for IO and F4E scope: design and build for all trades and e) Fixed price.

  Deviations from the above assumptions are managed through risks included in the risk exposure.

- Technology Development Programme estimates for years 2025 to 2034 are included.

  Technology Development Programme was launched in 2024 as one of the branches of the F4E Industrial Policy in line with the Governing Board's mandate.

Regarding the structure, the EaC is calculated as the sum of the EaC Base and the Risk Exposure over all activities. The EaC Base is the most likely commitment estimate for a given activity, plus

[11] Council Decision (Euratom) 2021/281 of 22 February 2021

the cost of planned risk mitigation activities. The Risk Exposure is the estimated impact value of the risk(s), multiplied by the probability of the risk(s) associated to a given activity.

Indicatively, the estimate to complete in commitments amounts to EUR 14 045.31 million in 2025 value.

Cost Estimate at 31/12/25 (MEUR-2025 value)	Actual Commitment (1)	Estimate to Complete (2)	Estimate at Completion (3)=(1)+(2)
BA Phase 1	96.02	0.00	96.02
BA Phase 2	111.09	465.19	576.29
IFMIF/DONES Construction	3.82	463.15	466.97
ITER Construction	13 380.88	9 950.09	23 330.97
ITER Operation	0.00	2 518.75	2 518.75
ITER Support >= 2043	0.00	648.13	648.13
TOTAL	**13 591.81**	**14 045.31**	**27 637.12**

Fig. 13 Cost Estimate in Commitment (in 2025 value)

In payments, the estimate to complete amounts to EUR 15 476.29 million in 2025 value.

Cost Estimate at 31/12/25 (MEUR-2025 value)	Actual Payment (1)	Estimate to be Paid (2)	Estimate at Completion (3)=(1)+(2)
BA Phase 1	96.02	0.00	96.02
BA Phase 2	81.88	494.40	576.29
IFMIF/DONES Construction	2.64	464.33	466.97
ITER Construction	11 980.28	11 350.68	23 330.97
ITER Operation	0.00	2 518.75	2 518.75
ITER Support >= 2043	0.00	648.13	648.13
TOTAL	**12 160.83**	**15 476.29**	**27 637.12**

Fig. 14 Cost Estimate in Payment (in 2025 value)

More details on the actual advancement of the works achieved at the end of the year are available in the F4E Annual report 2025.

5.4.3 Guarantees for pre-financing

Guarantees are possible assets (or obligations) that arise from past events and whose existence will be confirmed by the occurrence or non-occurrence of the object of the guarantee. A guarantee is settled when the object of the guarantee no longer exists. It is crystallised when the conditions are fulfilled for calling a payment from the guarantor.

In order to avoid double-counting, guarantees received on pre-financing amounts given are not disclosed as contingent assets since these amounts are already shown as pre-financing assets in the balance sheet.

EUR

Description	31.12.2025	31.12.2024
Guarantees for pre-financing (nominal-on going)	130 313 820.30	132 330 872.23

Fig. 15 Guarantees for pre-financing

These are guarantees that F4E in certain cases requests from beneficiaries when paying out advance payments (pre-financing). There are two values to disclose for this type of guarantee, the "nominal" and the "on-going" values. For the "nominal" value, the generating event is linked to the existence of the guarantee. For the "on-going" value, the guarantee's generating event is the pre-financing payment and/or subsequent clearings.

5.4.4 ITER Host State contribution from 2024 financial year

Based on a formal exchange of letters in 2022 between France and the European Commission, France, as the Host State of the project, shall continue to contribute 20% of the total European participation to the construction of ITER. This new exchange of letters is no longer limited in time and covers the whole lifetime of the project, legally securing the French commitment. The calculation of the 20% contribution is based on the commitment appropriation and there is an annual adjustment mechanism which ensure that the share is respected.

Regarding the contribution for the year 2024, the ITER Host State has reduced its contribution from 126.6 MEUR to 60 MEUR in payment appropriations (see first amendment to 2024 Budget as approved on 12th July 2024). It is to be noted that the ITER Host State has returned 5.0 MEUR in 2025 and that an additional 20.5 MEUR has been included in the original budget for 2026. Based on the exchange of letter between France and the European Commission, the balance will be regularised before the end of the current MFF. The matter is regularly discussed, including the annual payment plan, at the annual tripartite meetings between the European Commission, the French authorities and F4E, latest in November 2025.

5.4.5 Service in-kind

Under the Host agreement with Spain, the office building used by F4E is free of charge. For the year 2025, this service in-kind amounts to EUR 3 238 676.92.

5.5 Financial Instruments

Financial instruments comprise cash, current receivables and recoverables, current payables, amounts due to and from consolidated entities. Financial instruments give rise to liquidity, credit, interest rate and foreign currency risks. Information about which and how they are managed is set out below. Pre-financings and deferrals are not included.

The carrying amounts of financial instruments are as follows:

EUR

Financial assets	2025	2024
Receivables with Member States	7 328 490.02	8 230 280.25
All receivables with third parties including accruals (excluding deferrals)	53 701 923.10	44 953 096.62
Cash and deposits	25 000.00	22 284.61
TOTAL	**61 055 413.12**	**53 205 661.48**

Financial liabilities	2025	2024
Current payables	304 698 689.29	238 477 070.05
Other payables	0.00	0.00
Accounts payable with EU entities	2 069 156.10	1 778 392.18
TOTAL	**306 767 845.39**	**240 255 462.23**

Fig. 16 Financial Instruments

5.5.1 Liquidity Risk

Liquidity risk is the risk that arises from selling an asset; for example, the risk that a given security or asset cannot be traded quickly enough in the market to prevent a loss or meet an obligation. Liquidity risk arises from the ongoing financial obligations, including the settlement of payables.

Details of contractual maturities for assets and liabilities form an important source of information for the management of liquidity risk.

Bank accounts opened in the name of F4E may not be overdrawn. Treasury and payment operations are highly automated and rely on modern information systems. Specific procedures are applied to guarantee system security and to ensure segregation of duties in line with the FR, the internal control standards, and audit principles. EU budget principles ensure that overall cash resources for a given year are always sufficient for the execution of all payments.

F4E's liabilities have remaining contractual maturities as summarised below:

EUR

31 December 2025	< 1 year	1 - 5 years	> 5 years	Total
Payables with third parties	304 698 689.29	0.00	0.00	**304 698 689.29**
Payables with consolidated entities	2 069 156.10	0.00	0.00	**2 069 156.10**
Total liabilities	**306 767 845.39**	**0.00**	**0.00**	**306 767 845.39**

Fig. 17 Liquidity Risk – Payables

5.5.2 Credit Risk

Credit risk is the risk of loss due to a debtor's/borrower's non-payment of a loan or other line of credit (either the principal or interest or both) or other failure to meet a contractual obligation. The default events include a delay in repayments, restructuring of borrower repayments and bankruptcy.

Treasury resources are kept with the EC since May 2019. F4E recovers contributions from Euratom and the ITER Host State in average 3 times per year to ensure appropriate cash management, taking into account payment time limits for the recovery of contributions and the total of payments executed in 2025. Requests to the EC and ITER Host State are accompanied by cash forecasts.

Following the externalisation of the treasury to the EC the counterparty risk to which F4E is exposed is minimized.

The table below shows the maximum exposure to credit risk by F4E.

EUR

Credit quality/rating	Amount of receivables with Member States
Prime and high grade	7 328 490.02
Upper medium grade	0.00
Lower medium grade	0.00
Non-investment grade	0.00
Receivable - others	7 564.10
EC treasury	53 645 501.48

Fig. 18 Credit Risk – Receivables

5.5.3 Market Risk

Market Risk can be split into interest rate risk and currency risk.

Interest rate risk arises from cash. F4E treasury has been externalised to the EC and consequently it is not exposed to interest rate risk. F4E's treasury does not borrow any money.

The vast majority of transactions are executed in EUR. It is recognised that exchange rates fluctuate and F4E accepts the risk and does not consider it to be material.

5.6 Related Party Disclosure

The related parties of F4E are the key management personnel. Transactions between F4E and the key management personnel take place as part of the normal operations and as this is the case, no specific disclosure requirements are necessary for these transactions in accordance with the EU Accounting rules.

Highest grade description	Grade	Number of persons of this grade
Director and 2 Management staff	AD14	3

Fig. 19 Related Party Disclosure

The transactions of F4E with key management personnel during financial year 2025 consist only of the payment of their remunerations, allowances and other entitlements in accordance with the EU Staff Regulations.

Part II : Budget Implementation 2025

6 Budget Implementation

6.1 Main Facts on the Implementation of the 2025 Budget of F4E

Commitments	**92% execution of the final available budget**		
	Final Budget: 1 065.78	Execution: 978.58	EUR million
	97% compared to the original budget		
	Original Budget: 1 010.70	Execution: 978.58	EUR million
	97% without additional revenue from ITER IO		
	Standard Budget: 987.95	Execution: 959.88	EUR million
	100% in individual commitments		
	Execution: 978.58	Ind. Commit.: 978.20	EUR million
Payments	**93% execution of the final available budget**		
	Final Budget: 849.19	Execution: 788.85	EUR million
	101% compared to the original budget		
	Original Budget: 777.60	Execution: 788.85	EUR million
	98% without additional revenue from ITER IO		
	Standard Budget: 796.59	Execution: 779.28	EUR million

Fig. 20 Budget Implementation 2025

The execution rate of F4E's final available budget for 2025 was 100% in revenue, 92% in commitments and 93% in payments.

The execution of the original budget exceeding it by 1% is due to the recognition and use of payment appropriations carried over from the previous year.

Besides the 2026 Cash Contribution to ITER IO (EUR 430 million), F4E executed the following significant commitments in 2025 :

- Task order 205A related to Electrical and mechanical works for the Tokamak Complex and surrounding buildings (OMF-1107-01), EUR 39.9 million
- Manufacturing and delivery of the EC Launcher Ex-Vessel components, EUR 39.2 million
- Design finalization, MRR, Material procurement of the Upper Launcher and Ex-Vessel Waveguides, EUR 31.1 million
- Normal Heat Flux First Wall Panels for the ITER Blanket System (Sub-Task 3.3_E), EUR 29.2 million
- Task order 101 related to Electrical and mechanical works for the Tokamak Complex and surrounding buildings (OMF-1107-01), EUR 23.8 million
- Task order 202 related to Electrical and mechanical works for the Tokamak Complex and surrounding buildings (OMF-1107-01), EUR 22.4 million
- Material procurement and manufacturing of remaining In-Vessel and

Ex-Vessel components, EUR 20.4 million

- Transfer of scope arrangement for the supply of divertor rails related to PCR 1655, EUR 14.0 million
- Manufacturing of the drift duct for ITER Neutral Beam Injectors, EUR 12.4 million
- Task order 111 related to Electrical and mechanical works for the Tokamak Complex and surrounding buildings (OMF-1107-01), EUR 11.5 million

Global commitment of EUR 60 million for Electron Cyclotron Heating Project covering Manufacturing & Assembly of the EW Systems and Manufacturing the Remaining UL Systems was made at the end of 2025. It has been subsequently executed via individual commitments.

The main factors impacting F4E's ability to execute the 2025 Budget, were linked to making available and cashing of assigned revenue from ITER IO, which will be needed to finance implementation of changes.

6.2 Evolution of the Budget

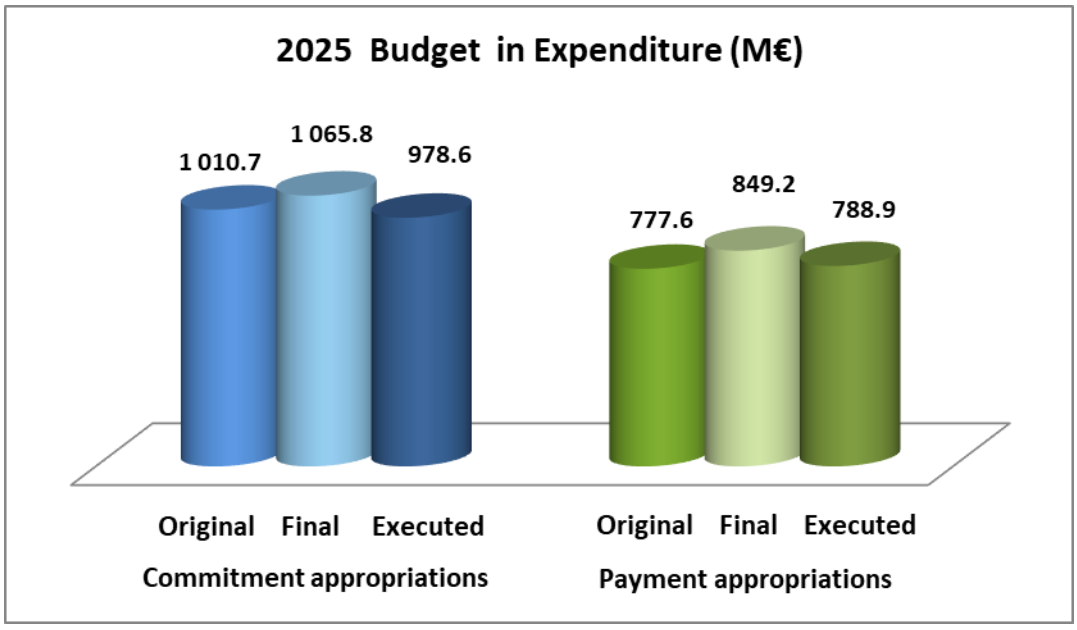


Fig. 21 Budget 2025 in Expenditure

F4E 2025 budget was originally adopted in December 2024 by F4E's Governing Board (GB) for EUR 1 010.7 million in commitment appropriations and EUR 777.6 million in payment appropriations.

It was modified via two amendments by the F4E GB in July and December 2025.

The final available appropriations, including the carry-over from the previous year are EUR 1065.8 million in commitment appropriations and EUR 849.2 million in payment appropriations.

6.3 Statement of Revenue

6.3.1 Commitment Appropriations

EUR

	Statement of Revenue 2025 in Commitment Appropriations	Original Budget (1)	Amendment 1 (2)	Amendment 2 (3)	Amended Budget (4)= ∑ (1 to 3)	Available assigned revenue (5)	Carry over (6)	Final Available Budget (8)= ∑ (4 to 8)
1	**PARTICIPATION FROM EUROPEAN UNION**							
110	EURATOM CONTRIBUTION TO OPERATIONAL EXPENDITURE	405 121 795.00		1 752 000.00	406 873 795.00			406 873 795.00
111	RECOVERY FROM PREVIOUS YEARS OPERATIONAL EXPENDITURE	444 064 302.00	-57 822 061.17		386 242 240.83			386 242 240.83
120	EURATOM CONTRIBUTION TO ADMINISTRATIVE EXPENDITURE	73 213 273.75			73 213 273.75			73 213 273.75
121	RECOVERY FROM PREVIOUS YEARS ADMINISTRATIVE EXPENDITURE	1 328 726.25			1 328 726.25			1 328 726.25
	Title 1 - Total	**923 728 097.00**	**-57 822 061.17**	**1 752 000.00**	**867 658 035.83**	**0.00**	**0.00**	**867 658 035.83**
2	**OTHER CONTRIBUTIONS**				0.00			0.00
210	MEMBERSHIP CONTRIBUTIONS	8 200 000.00			8 200 000.00			8 200 000.00
220	OTHER CONTRIBUTIONS	p.m.			0.00			0.00
	Title 2 - Total	**8 200 000.00**	**0.00**	**0.00**	**8 200 000.00**	**0.00**	**0.00**	**8 200 000.00**
3	**ASSIGNED REVENUE ACCRUING FROM THE CONTRIBUTION OF ITER HOST STATE**				0.00			0.00
310	CONTRIBUTION FROM ITER HOST STATE	78 772 936.00	6 849 294.35		85 622 230.35		13 799 125.73	99 421 356.08
	Title 3 - Total	**78 772 936.00**	**6 849 294.35**	**0.00**	**85 622 230.35**	**0.00**	**13 799 125.73**	**99 421 356.08**
4	**MISCELLANEOUS REVENUE**				0.00			0.00
410	MISCELLANEOUS REVENUE	p.m.	13 145.60	194 817.04	207 962.64	3 769 684.13	2 034 224.87	6 011 871.64
	Title 4 - Total	**p.m.**	**13 145.60**	**194 817.04**	**207 962.64**	**3 769 684.13**	**2 034 224.87**	**6 011 871.64**
5	**OTHER ASSIGNED REVENUE TO SPECIFIC ITEM OF EXPENDITURE**				0.00			0.00
510	OTHER REVENUE	p.m.			0.00	6 608 606.71	52 150.00	6 660 756.71
520	REVENUE FROM ITER ORGANIZATION	p.m.			0.00	20 209 199.60	57 614 418.15	77 823 617.75
	Title 5 - Total	**p.m.**	**0.00**	**0.00**	**0.00**	**26 817 806.31**	**57 666 568.15**	**84 484 374.46**
	TOTAL REVENUE	**1 010 701 033.00**	**-50 959 621.22**	**1 946 817.04**	**961 688 228.82**	**30 587 490.44**	**73 499 918.75**	**1 065 775 638.01**

Note: Column (6) Carry Over from previous year also includes decommitments of assigned revenue done during the year 2025

Fig. 22 Evolution of Statement of Revenue in Commitment Appropriations

The statement of revenue in commitment appropriations is made of:

- The revenue collected from Euratom, ITER Host State (IHS) and F4E Members. Each change in revenue is individually detailed and submitted to the GB for adoption**.**
- The miscellaneous revenue, which mainly corresponds to recoveries of undue payments. Defined as internal assigned revenue in F4E FR, it is not new additional revenue but re-collected revenue.
- The other revenue, which is collected from and assigned to the implementation of specific tasks, mainly financed and requested by the ITER IO. Defined as external assigned revenue in the F4E FR, it is additional revenue for which the GB authorises the principle of collection, as shown with the p.m., 'pro memoria', in the original budget.

F4E reports to the GB on the status of miscellaneous and other revenue with each amendment to the annual budget, together with the carry-over from the previous year.

The main changes to the statement of revenue in commitment appropriations according to the table in Fig. 22 are the following:

- **Chapter 110: EUR +1.75 million** linked to the increase in Euratom contribution to operational expenditure through Amendment 2,
- **Chapter 111: EUR -57.82 million** linked to the reduction of unused appropriations called from previous years,
- **Chapter 310: EUR +6.85 million**, corresponding to the updated contribution from the ITER Host State,
- **Chapter 410: EUR +0.21 million** linked to additional miscellaneous revenue stemming from recoveries and liquidated damages on F4E operational contracts.

The newly created assigned revenue and automatic carry-over of commitment appropriations from the 2024 budget, including the decommitments of commitments done in 2023 or before, are the following:

- **Chapter 310: EUR +13.80 million** linked mainly to carry overs from 2024 and decommitments,
- **Chapter 410: EUR +5.80 million** linked to carried over and newly created recoveries,
- **Chapter 510: EUR +6.60 million** linked to other assigned revenue,
- **Chapter 520: EUR +77.82 million** linked to carry overs form 2024 and their regularisation along with decommitments and newly opened commitment appropriations for revenue coming from IO.

6.3.2 Payment Appropriations

EUR

	Statement of Revenue 2025 in Payment Appropriations	Original Budget (1)	Amendment 1 (2)	Amendment 2 (3)	Final Budget (4)= ∑ (1 to 3)	Available assigned revenue (5)	Carry over (6)	Final Available Budget (7)=∑ (4 to 6)
1	**PARTICIPATION FROM EUROPEAN UNION**							
110	EURATOM CONTRIBUTION TO OPERATIONAL EXPENDITURE	560 685 405.00		1 752 000.00	562 437 405.00			562 437 405.00
111	RECOVERY FROM PREVIOUS YEARS OPERATIONAL EXPENDITURE	168 085.00			168 085.00			168 085.00
120	EURATOM CONTRIBUTION TO ADMINISTRATIVE EXPENDITURE	73 213 273.75			73 213 273.75		6 331 419.62	79 544 693.37
121	RECOVERY FROM PREVIOUS YEARS ADMINISTRATIVE EXPENDITURE	1 328 726.25			1 328 726.25			1 328 726.25
	Title 1 - Total	**635 395 490.00**	**0.00**	**1 752 000.00**	**637 147 490.00**	**0.00**	**6 331 419.62**	**643 478 909.62**
2	**OTHER CONTRIBUTIONS**							
210	MEMBERSHIP CONTRIBUTIONS	8 200 000.00			8 200 000.00			8 200 000.00
220	OTHER CONTRIBUTIONS	p.m.						
	Title 2 - Total	**8 200 000.00**	**0.00**	**0.00**	**8 200 000.00**	**0.00**	**0.00**	**8 200 000.00**
3	**ASSIGNED REVENUE ACCRUING FROM THE CONTRIBUTION OF ITER HOST STATE**							
310	CONTRIBUTION FROM ITER HOST STATE	134 000 000.00			134 000 000.00		166 825.19	134 166 825.19
	Title 3 - Total	**134 000 000.00**	**0.00**	**0.00**	**134 000 000.00**	**0.00**	**166 825.19**	**134 166 825.19**
4	**MISCELLANEOUS REVENUE**							
410	MISCELLANEOUS REVENUE	p.m.	13 145.60	194 817.04	207 962.64	3 859 503.59	11 995.40	4 079 461.63
	Title 4 - Total	**p.m.**	**13 145.60**	**194 817.04**	**207 962.64**	**3 859 503.59**	**11 995.40**	**4 079 461.63**
5	**OTHER ASSIGNED REVENUE TO SPECIFIC ITEM OF EXPENDITURE**							
510	OTHER REVENUE	p.m.			0.00	6 608 606.71	52 150.00	6 660 756.71
520	REVENUE FROM ITER ORGANIZATION	p.m.			0.00	8 973 587.90	43 634 905.73	52 608 493.63
	Title 5 - Total	**p.m.**	**0.00**	**0.00**	**0.00**	**15 582 194.61**	**43 687 055.73**	**59 269 250.34**
	TOTAL REVENUE	**777 595 490.00**	**13 145.60**	**1 946 817.04**	**779 555 452.64**	**19 441 698.20**	**50 197 295.94**	**849 194 446.78**

Note: Column (6) Carry Over from previous year also includes decommitments of assigned revenue done during the year 2025

Fig. 23 Evolution of Statement of Revenue in Payment Appropriation

The breakdown of revenue by contributors in 2025 in payment appropriations is:

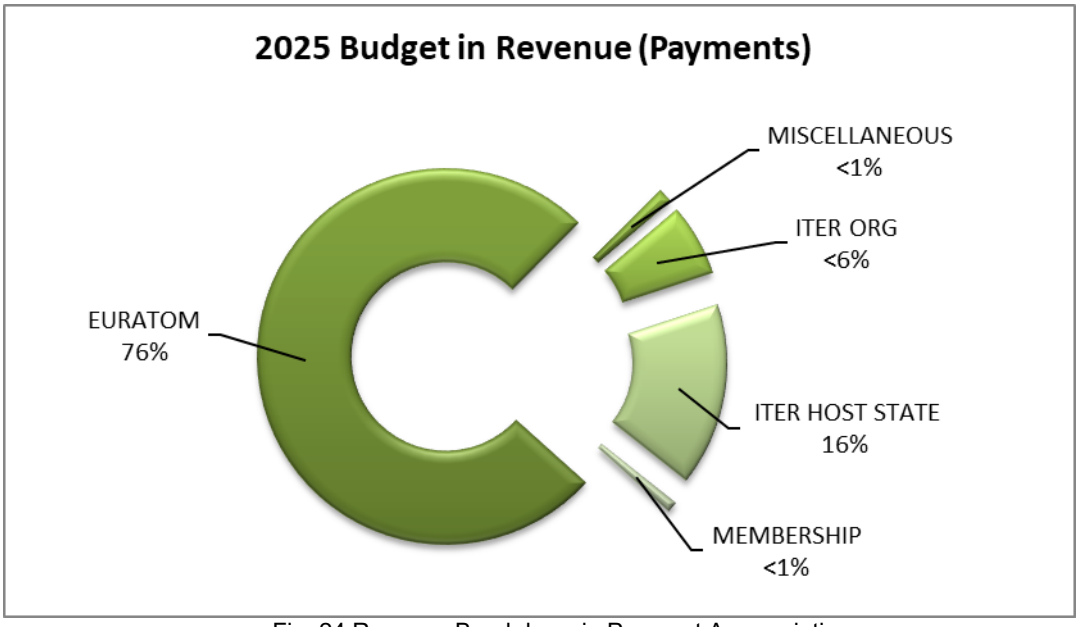


Fig. 24 Revenue Breakdown in Payment Appropriations

Main changes to the statement of revenue in payment appropriations in 2025:

The EURATOM contribution to F4E Operational expenditure has been increased by EUR 1.75 million via Budget Amendment 2.

In detail, per budgetary chapter, the changes are:

- **Chapter 110: EUR + 1.75 million** increase in Euratom contribution to F4E operational expenditure,
- **Chapter 410: EUR + 4 million** increase in miscellaneous revenue,
- **Chapter 510: EUR + 6.6 million** increase in other assigned revenue,
- **Chapter 520: EUR + 8.97 million** collected from IO as assigned revenue.

The automatic carry-overs of payment appropriations from the 2024 budget were:

- **Chapter 120: EUR +6.3 million** from the automatic carry-over of administrative expenditure committed,
- **Chapter 310: EUR +0.16 million** carry over from IHS contribution,
- **Chapter 510: EUR +0.05 million** related to the other assigned revenue,
- **Chapter 520: EUR +43.6 million** from carry-overs of revenue from IO collected in previous years.

All budgetary recovery orders issued in 2025 have been cashed at 31 December, except 207 800 EUR from two Member States.

6.4 Statement of Expenditure

6.4.1 Expenditure in Commitment Appropriations

The statement of expenditure adopted with the original 2025 budget was aligned to the Single Programming Document 2025-2029, in particular the *Work Programme 2025* (WP) that serves as financing decision for the operational budget 2025.

The statement of expenditure has been further adjusted with the modifications to the Statement of revenue and to the WP that were implemented through the amending budgets and with the transfers approved by the F4E Director within the limits foreseen in article 26 of the F4E FR.

The GB is duly informed about the transfers at each GB meeting, and in the Budgetary and Financial Management Report after the closure of the financial year. The appropriations accruing from assigned revenue and not used at the end of 2024 were automatically carried over to the budget 2025. No further carry-over was requested to the GB.

The final breakdown of the statement of expenditure in commitment appropriations is as follows :

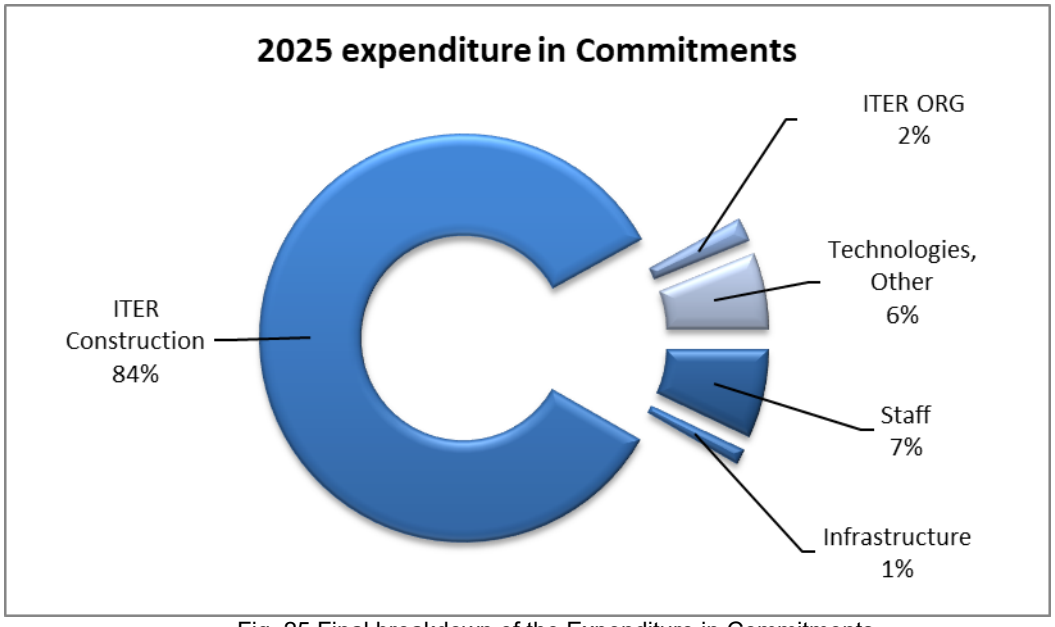


Fig. 25 Final breakdown of the Expenditure in Commitments

EUR

	Heading of the 2025 Budget Commitment Expenditure	Evolution of the statement of expenditure								Implementation		Variation in % of the initial budget
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	Execution (9)	% (10)=(9)/(8)	
A1	STAFF EXPENDITURE											
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	**48 811 000.00**			-1 816 711.62	**46 994 288.38**			**46 994 288.38**	**46 994 288.38**	100.0%	-3.7%
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	**13 982 000.00**			-206 891.09	**13 775 108.91**	1 538.70		**13 776 647.61**	**13 775 108.91**	100.0%	-1.5%
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	**980 000.00**			-152 962.90	**827 037.10**			**827 037.10**	**827 037.10**	100.0%	-15.6%
A13	MISSION EXPENSES	**663 000.00**			-138 000.00	**525 000.00**	25.95	1 956.52	**526 982.47**	**526 976.47**	100.0%	-20.5%
A14	SOCIO-MEDICAL INFRASTRUCTURE	**604 000.00**			246 740.00	**850 740.00**			**850 740.00**	**850 740.00**	100.0%	40.9%
A15	TRAINING	**818 000.00**				**818 000.00**			**818 000.00**	**818 000.00**	100.0%	0.0%
A16	EXTERNAL SERVICES	**816 000.00**			244 000.00	**1 060 000.00**	256.96		**1 060 256.96**	**1 060 256.96**	100.0%	29.9%
A17	RECEPTIONS/EVENTS AND REPRESENTATION	**5 000.00**			-3 000.00	**2 000.00**			**2 000.00**	**2 000.00**	100.0%	-60.0%
A18	SOCIAL WEALFARE	**61 000.00**			-6 800.00	**54 200.00**			**54 200.00**	**54 200.00**	100.0%	-11.1%
A19	OTHER STAFF RELATED EXPENDITURE	**4 458 000.00**			-726 194.51	**3 731 805.49**	6 238.00		**3 738 043.49**	**3 738 043.49**	100.0%	-16.1%
	TITLE A1 - Total	**71 198 000.00**	**0.00**	**0.00**	**-2 559 820.12**	**68 638 179.88**	**8 059.61**	**1 956.52**	**68 648 196.01**	**68 646 651.31**	**100.0%**	**-3.6%**
A2	INFRASTRUCTURE AND OPERATING EXPENDITURE											
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	**2 098 000.00**			-110 277.07	**1 987 722.93**	36 434.11	75 288.58	**2 099 445.62**	**2 099 445.62**	100.0%	0.1%
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING	**5 350 000.00**			828 633.70	**6 178 633.70**			**6 178 633.70**	**6 178 633.70**	100.0%	15.5%
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS	**461 000.00**			-300 461.54	**160 538.46**			**160 538.46**	**160 538.46**	100.0%	-65.2%
A24	CURRENT ADMINISTRATIVE EXPENDITURE	**2 155 000.00**			-61 912.26	**2 093 087.74**			**2 093 087.74**	**2 093 087.74**	100.0%	-2.9%
A25	POSTAGE / TELECOMMUNICATIONS	**584 000.00**			-51 635.69	**532 364.31**	4 908.61		**537 272.92**	**537 272.92**	100.0%	-8.0%
A26	MEETING EXPENSES	**587 000.00**			235 975.47	**822 975.47**			**822 975.47**	**822 975.47**	100.0%	40.2%
A27	RUNNING COSTS IN CONNECTION WITH OPERATIONAL ACTIVITIES	**0.00**				**0.00**		14 530.88	**14 530.88**	**0.00**	0.0%	-
A28	INFORMATION AND PUBLISHING	**40 000.00**				**40 000.00**			**40 000.00**	**40 000.00**	100.0%	0.0%
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	**269 000.00**			8 120.29	**277 120.29**			**277 120.29**	**277 120.29**	100.0%	3.0%
	TITLE A2 - Total	**11 544 000.00**	**0.00**	**0.00**	**548 442.90**	**12 092 442.90**	**41 342.72**	**89 819.46**	**12 223 605.08**	**12 209 074.20**	**99.9%**	**5.8%**
	TITLE A1 & A2 - Total Administrative Expenditure	**82 742 000.00**	**0.00**	**0.00**	**-2 011 377.22**	**80 730 622.78**	**49 402.33**	**91 775.98**	**80 871 801.09**	**80 855 725.51**	**100.0%**	**-2.3%**

EUR

	Heading of the 2025 Budget Commitment Expenditure	Evolution of the statement of expenditure								Implementation		Variation in % of the initial budget
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	Execution (9)	% (10)=(9)/(8)	
B3	OPERATIONAL EXPENDITURE											
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	**738 741 547.00**	-16 148 449.01	2 432 563.19	10 444 428.47	**735 470 089.65**	3 565 135.65	1 926 117.33	**740 961 342.63**	**726 548 666.50**	98.1%	-1.7%
B32	TECHNOLOGY FOR ITER AND DEMO	**17 137 970.00**	-11 146 370.00	0.00	-928 166.83	**5 063 433.17**	8 400.00		**5 071 833.17**	**5 071 833.17**	100.0%	-70.4%
B33	TECHNOLOGY FOR BROADER APPROACH	**56 319 280.00**	-26 319 280.00	-5 000 000.00	-2 388 841.83	**22 611 158.17**			**22 611 158.17**	**22 611 158.17**	100.0%	-59.9%
B34	TECHNOLOGY FOR DONES	**11 275 850.00**	-10 436 850.00	-339 000.00	-20 500.00	**479 500.00**			**479 500.00**	**479 500.00**	100.0%	
B35	EXTERNAL SUPPORT ACTIVITIES	**19 611 450.00**	5 876 554.60	4 853 253.85	-3 715 343.81	**26 625 914.64**	146 746.15	11 995.40	**26 784 656.19**	**26 773 162.19**	100.0%	36.5%
B36	OTHER OPERATIONAL EXPENDITURE	**6 100 000.00**	365 478.84	0.00	-1 380 198.78	**5 085 280.06**		4 336.16	**5 089 616.22**	**4 843 616.22**	95.2%	-20.6%
	Title B3 - Total	**849 186 097.00**	**-57 808 915.57**	**1 946 817.04**	**2 011 377.22**	**795 335 375.69**	**3 720 281.80**	**1 942 448.89**	**800 998 106.38**	**786 327 936.25**	**98.2%**	**-7.4%**
B4	EARMARKED EXPENDITURE											
B41	ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	**78 772 936.00**	6 849 294.35			**85 622 230.35**		13 799 125.73	**99 421 356.08**	**92 692 662.81**	93.2%	17.7%
B42	ACTIVITIES LINKED TO ITER ORGANIZATION	**p.m.**				**0.00**	20 209 199.60	57 614 418.15	**77 823 617.75**	**18 699 571.30**	24.0%	-
B43	OTHER EARMARKED EXPENDITURE	**p.m.**				**0.00**	6 608 606.71	52 150.00	**6 660 756.71**	**0.00**	0.0%	-
	Title B4 - Total	**78 772 936.00**	**6 849 294.35**	**0.00**	**0.00**	**85 622 230.35**	**26 817 806.31**	**71 465 693.88**	**183 905 730.54**	**111 392 234.11**	**60.6%**	**41.4%**
	Titles B3 & B4 - Subtotal	**927 959 033.00**	**-50 959 621.22**	**1 946 817.04**	**2 011 377.22**	**880 957 606.04**	**30 538 088.11**	**73 408 142.77**	**984 903 836.92**	**897 720 170.36**	**91.1%**	**-3.3%**
	Total BUDGET in Commitment appropriations	**1 010 701 033.00**	**-50 959 621.22**	**1 946 817.04**	**0.00**	**961 688 228.82**	**30 587 490.44**	**73 499 918.75**	**1 065 775 638.01**	**978 575 895.87**	**91.8%**	**-3.2%**

Fig. 26 Evolution of the Expenditure in Commitments in 2025

Note: the figures for the budget Title 4 refer to the available appropriations for the 2025 budget only, whereas the details of the 2025 implementation by funds source provided in Fig. 38, Annex 7.4 from ABAC refers to the appropriations of the year plus the outstanding amounts on the commitments carried over from the previous years. This is due to the specific management of external assigned revenue in the accounting system.

6.4.1.1 Administrative Expenditure

The administrative expenditure is made of non-differentiated appropriations (commitment and payment appropriations are in unison), therefore any transfers or budget amendments are identical in commitment and payment appropriations.

The F4E Director approved a series of transfers resulting in a decrease of the administrative budget amounting in total to EUR - 2.1 million.

The major changes (> +/-10%) in the administrative expenditure (variation of the final implementation in % of the initial budget) by chapter are:

Title 1 – Staff expenditure (-4%)

- **Chapter A12 Expenditure relating to staff recruitment** **(-) 16%**

  The expenses linked to taking up duties and departures (daily allowances, installation/reinstallation, removals and travel expenses) have decreased due to the lower number of staff hired compared to what was foreseen,

- **Chapter A13 Mission expenses** **(-) 21%**

  The number of missions has been lower than forecasted,

- **Chapter A14 Social-Medical Infrastructure** **(+) 41%**

  The variation is due to the increased cost of the different medical services (Annual Check-up, Psychologist on site) being higher than budgeted,

- **Chapter A16 External Services** **(+) 30%**

  This variation is due to a higher use of Interim staff,

- **Chapter A17 Receptions/events and representation** **(-) 60%**

  F4E is traditionally making a very limited use of this budget chapter,

- **Chapter A18 Social Welfare** **(-) 11%**

  This decrease is linked to the lower cost and number of social events for F4E staff,

- **Chapter A19 Other Staff related Expenditure** **(-) 16%**

  Decrease in cost for International school direct billing.

Title 2 – Infrastructure and operating expenditure (-5%)

- **Chapter A22 Information, Communication Technology and Data processing (+) 15%**

  Increase of ICT costs (increase of purchase orders for software licenses and ICT upgrades),

- **Chapter A23 Movable property and associated cost (-) 65%**

  Reduction mainly due to the postponed refurbishment of F4E's offices,

- **Chapter A26 Meeting Expenses (+) 40%**

  Increase is due to more physical meetings and also expenses related to the annual assessment.

6.4.1.2 Operational Expenditure in Commitment

The statement of operational expenditure was modified with the amending budgets to reflect the changes in the statement of revenue and to align the operational budget in commitment appropriations with the successive amendments to the WP.

The major changes (> +/-10%) in the Operational expenditure (variation of the final implementation in % of the original budget) are:

Title 3 – Operational expenditure (-3%)

- **Chapter B32 Technology for ITER and Demo (-) 70%**

  The decrease is mainly due to delays in the signature of the planned Eurofer Procurement for TBM Box Qualification, caused by difficult negotiations. These delays led to a change in procurement strategy and the need to address technically and commercially complex aspects.

- **Chapter B33 Technology for Broader Approach (-) 60%**

  The decrease is related to delays in the signature of planned contracts for the supply of the JT-60 SA actively cooled Divertor (Integration of Cassette Bodies, HHF and NHF elements), affected by the contract timeframe and the transition to tungsten. In addition, the first task order for the Pellet Launching System was delayed due to the preparation of the framework contract still on-going.

- **Chapter B35 External Support Activities (+) 37%**

  The increase is mainly due to the signature of a new framework contact for engineering services. Several task orders for engineering support services were renewed under this framework.

- **Chapter B36 Other Operational Expenditure** **(-) 21 %**

  The decrease is related to reduced needs for operational support services.

Title 4 – Earmarked expenditure

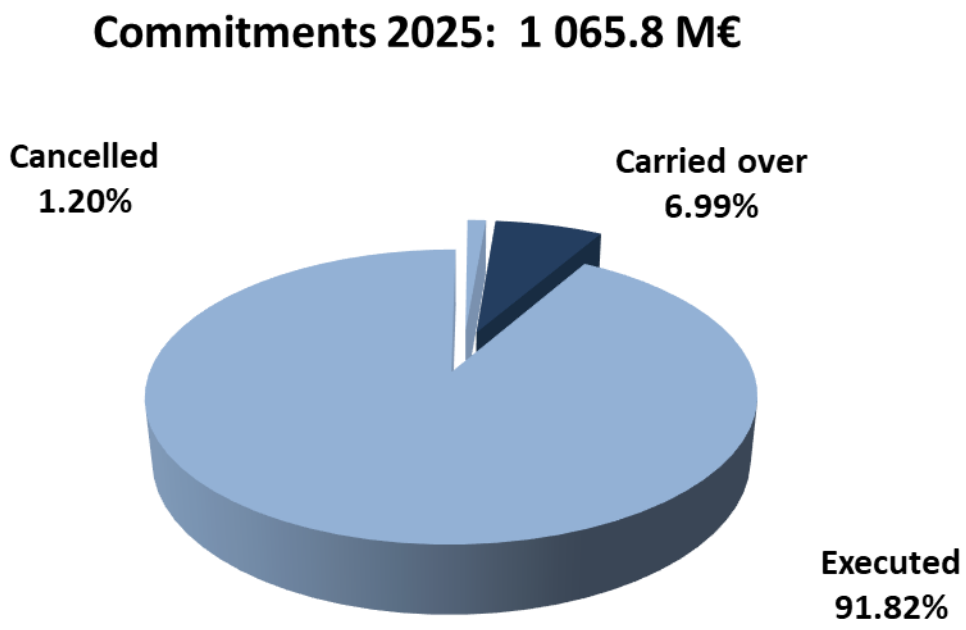
- **Chapter B41 ITER Construction – ITER Host State Contribution** **(+) 18%**

  Increase due to the carry overs from previous years.

- **Chapter B42 Activities linked to ITER organisation**

  The budget appropriations for earmarked expenditure from IO were created based on additional revenue linked to project changes, direct implementations and other change instruments requested and financed by IO. These are described in section 6.5 of this document.

6.4.1.3 Implementation of the Budget in Commitment



MEUR	Budget	Cancelled	Carried over	Executed
Commitment 2025	1065.8	12.7	74.4	978.6

Fig. 27 Implementation of the Budget in Commitments

As per Art. 12 of F4E's FR, given the needs of the Joint Undertaking, the cancelled appropriations may be entered in the estimate of revenue and expenditure of the following financial years.

6.4.1.4 Open Commitments at 31 December 2025

The F4E open commitments amount to EUR 1 355.1 million at the closure of the 2025 budget, representing an increase of EUR 128 million compared to the end of 2024.

Remarks:

- EUR 1.9 million out of the EUR 2 million committed globally in 2024 were implemented in 2025 as the on-going procurement procedures have been concluded. The remainder will be decommitted.
- F4E made use of two global commitment in 2025 for a total amount of EUR 60 million. However, they were consumed by individual commitments in the same year in total amount of EUR 59.6 million. The remaining amount will be decommitted in 2026 if it remains unused.

EUR

2025 budget Heading	Open Commitments				
	from previous years (1)	from 2025 budget (2)	Total (3)=(1)+(2)	To be de-committed (4)	Net Total (5)=(3)-(4)
TITLE 1 - STAFF EXPENDITURE	256 433.90	2 414 774.21	2 671 208.11	270 792.72	**2 942 000.83**
TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE	22 156.72	4 958 616.39	4 980 773.11	78 550.64	**5 059 323.75**
Total TITLE 1 & 2	**278 590.62**	**7 373 390.60**	**7 651 981.22**	**349 343.36**	**8 001 324.58**
B31 -ITER CONSTRUCTION INCLUDING SITE PREPARATION	395 549 523.12	564 118 610.83	959 668 133.95	4 015.00	**959 672 148.95**
B32 - TECHNOLOGY FOR ITER AND DEMO	6 600 860.85	4 540 775.57	11 141 636.42		**11 141 636.42**
B33 - TECHNOLOGY FOR BROADER APPROACH	18 642 992.58	9 235 845.14	27 878 837.72		**27 878 837.72**
B34 - TECHNOLOGY FOR DONES	62 982.64	479 500.00	542 482.64		**542 482.64**
B35 - EXTERNAL SUPPORT ACTIVITIES	17 329 413.76	23 497 556.73	40 826 970.49		**40 826 970.49**
B36 - OTHER OPERATIONAL EXPENDITURE	367 513.47	1 052 336.88	1 419 850.35	238 563.90	**1 658 414.25**
Total TITLE 3	**438 553 286.42**	**602 924 625.15**	**1 041 477 911.57**	**242 578.90**	**1 041 720 490.47**
B41 - ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	212 538 203.20	69 756 252.42	282 294 455.62		**282 294 455.62**
B42 - ACTIVITIES LINKED TO ITER ORGANIZATION	11 260 521.19	12 279 701.69	23 540 222.88		**23 540 222.88**
B43 - OTHER EARMARKED EXPENDITURE	0.00		0.00		**0.00**
Total TITLE 4	**223 798 724.39**	**82 035 954.11**	**305 834 678.50**	**0.00**	**305 834 678.50**
Total TITLE 3 & 4	**662 352 010.81**	**684 960 579.26**	**1 347 312 590.07**	**242 578.90**	**1 347 555 168.97**
Total	**662 630 601.43**	**692 333 969.86**	**1 354 964 571.29**	**591 922.26**	**1 355 556 493.55**

Fig. 28 Open Commitments Carried Forward from 2025 to 2026

6.4.1.5 Status of Unused Commitment Appropriations

According to the annuality principle of the F4E FR, the unused commitment appropriations at the end of each year and the de-commitments made on the budget of the previous years are cancelled, except for assigned revenue. The F4E FR also foresees the possibility to make the cancelled appropriations available again in future F4E budgets[12]. The situation for unused appropriations at 31/12/2025 is as follows.

EUR

Operational Commitment Appropriations		Operational Expenditure (Title 3)	Assigned revenue (Title 4)	Total
Under execution (since 2008)	**+**	321 364 158.46	343 895 192.19	665 259 350.65
De-commitments (since 2008)	**+**	1 238 931 944.22	241 494 509.77	1 480 426 453.99
Carry-over (since 2008)	**-**	4 647 047.22	343 895 192.19	348 542 239.41
Made available again (since 2008)	**-**	1 307 067 578.60	168 981 013.34	1 476 048 591.94
Amount available for future budgets	**=**	**248 581 476.86**	**72 513 496.43**	**321 094 973.29**

Fig. 29 Status of Unused Commitment Appropriations

The amount available for future budgets decreased from EUR 634.8 million in 2024 to EUR 321.1 million as of 31 December 2025.

6.4.2 Expenditure in Payment Appropriations

The statement of expenditure was modified in the course of its implementation in accordance with the successive changes in the statement of revenue. Additional adjustments between budgetary chapters were implemented through transfers authorised by the F4E Director, to honour all contractual obligations toward suppliers and to reach the highest possible rate of budget implementation at the year-end.

[12] Article 12.1 F4E FR : "…Given the needs of the Joint Undertaking, the cancelled appropriations may be entered in the estimates of revenue and expenditure of the following financial years, in accordance with Article 32".

EUR

	Heading of the 2025 Budget Payment Expenditure	Evolution of the statement of expenditure								Implementation			
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	On B2025 commitments (9)	On B2024 commitments (10)	Execution (11)=(9)+(10)	% (12)= (11)/(8)
A1	STAFF EXPENDITURE												
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	**48 811 000.00**			-1 816 711.62	**46 994 288.38**		80 000.00	**47 074 288.38**	46 921 658.53	80 000.00	**47 001 658.53**	99.8%
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	**13 982 000.00**			-206 891.09	**13 775 108.91**	1 538.70	249 429.36	**14 026 076.97**	13 684 599.46	211 123.99	**13 895 723.45**	99.1%
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	**980 000.00**			-152 962.90	**827 037.10**		283 113.75	**1 110 150.85**	775 374.68	134 975.88	**910 350.56**	82.0%
A13	MISSION EXPENSES	**663 000.00**			-138 000.00	**525 000.00**	25.95	390 799.11	**915 825.06**	339 640.27	103 220.81	**442 861.08**	48.4%
A14	SOCIO-MEDICAL INFRASTRUCTURE	**604 000.00**			246 740.00	**850 740.00**		223 973.64	**1 074 713.64**	584 346.14	191 271.20	**775 617.34**	72.2%
A15	TRAINING	**818 000.00**			0.00	**818 000.00**		633 602.10	**1 451 602.10**	397 203.60	543 035.03	**940 238.63**	64.8%
A16	EXTERNAL SERVICES	**816 000.00**			244 000.00	**1 060 000.00**	256.96	180 674.94	**1 240 931.90**	793 974.85	119 437.58	**913 412.43**	73.6%
A17	RECEPTIONS/EVENTS AND REPRESENTATION	**5 000.00**			-3 000.00	**2 000.00**		1 814.80	**3 814.80**	207.10	0.00	**207.10**	5.4%
A18	SOCIAL WEALFARE	**61 000.00**			-6 800.00	**54 200.00**		58 447.48	**112 647.48**	14 093.15	45 082.24	**59 175.39**	52.5%
A19	OTHER STAFF RELATED EXPENDITURE	**4 458 000.00**			-726 194.51	**3 731 805.49**	6 238.00	110 602.54	**3 848 646.03**	2 653 549.32	46 617.25	**2 700 166.57**	70.2%
	TITLE A1 - Total	**71 198 000.00**	**0.00**	**0.00**	**-2 559 820.12**	**68 638 179.88**	**8 059.61**	**2 212 457.72**	**70 858 697.21**	**66 164 647.10**	**1 474 763.98**	**67 639 411.08**	**95.5%**
A2	INFRASTRUCTURE AND OPERATING EXPENDITURE												
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	**2 098 000.00**			-110 277.07	**1 987 722.93**	111 722.69	379 770.50	**2 479 216.12**	1 118 314.67	345 235.60	**1 463 550.27**	59.0%
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING	**5 350 000.00**			828 633.70	**6 178 633.70**		2 389 172.03	**8 567 805.73**	3 573 138.51	2 101 281.35	**5 674 419.86**	66.2%
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS	**461 000.00**			-300 461.54	**160 538.46**		23 398.39	**183 936.85**	97 202.61	11 826.96	**109 029.57**	59.3%
A24	CURRENT ADMINISTRATIVE EXPENDITURE	**2 155 000.00**			-61 912.26	**2 093 087.74**		794 617.08	**2 887 704.82**	1 347 256.23	602 220.08	**1 949 476.31**	67.5%
A25	POSTAGE / TELECOMMUNICATIONS	**584 000.00**			-51 635.69	**532 364.31**	4 908.61	260 547.23	**797 820.15**	250 165.67	73 377.37	**323 543.04**	40.6%
A26	MEETING EXPENSES	**587 000.00**			235 975.47	**822 975.47**		168 641.59	**991 617.06**	551 555.86	81 867.09	**633 422.95**	63.9%
A27	RUNNING COSTS IN CONNECTION WITH OPERATIONAL ACTIVITIES	**0.00**			0.00	**0.00**	14 530.88		**14 530.88**			**0.00**	0.0%
A28	INFORMATION AND PUBLISHING	**40 000.00**			0.00	**40 000.00**		7 324.54	**47 324.54**	7 414.46	1 357.58	**8 772.04**	18.5%
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	**269 000.00**			8 120.29	**277 120.29**		95 490.54	**372 610.83**	207 844.76	74 625.65	**282 470.41**	75.8%
	TITLE A2 - Total	**11 544 000.00**	**0.00**	**0.00**	**548 442.90**	**12 092 442.90**	**131 162.18**	**4 118 961.90**	**16 342 566.98**	**7 152 892.77**	**3 291 791.68**	**10 444 684.45**	**63.9%**
	TITLE A1 & A2 - Total Administrative Expenditure	**82 742 000.00**	**0.00**	**0.00**	**-2 011 377.22**	**80 730 622.78**	**139 221.79**	**6 331 419.62**	**87 201 264.19**	**73 317 539.87**	**4 766 555.66**	**78 084 095.53**	**89.5%**

EUR

	Heading of the 2025 Budget Payment Expenditure	Evolution of the statement of expenditure								Implementation			
		Original Budget (1)	Amending budget 1 (2)	Amending budget 2 (3)	Transfers adopted by F4E Director (4)	Final budget (5)=Σ(1 to 4)	Additional Revenue (6)	Carried over (7)	Final Appropriations (8)=Σ(5 to 7)	On B2025 commitments (9)	On B2024 commitments (10)	Execution (11)=(9)+(10)	% (12)= (11)/(8)
B3	OPERATIONAL EXPENDITURE												
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	480 093 490.00	17 328 145.60	1 946 817.04	14 960 384.18	514 328 836.82	3 565 135.65		517 893 972.47	517 878 285.19		517 878 285.19	100.0%
B32	TECHNOLOGY FOR ITER AND DEMO	9 130 000.00	-3 000 000.00		-1 403 473.51	4 726 526.49	8 400.00		4 734 926.49	4 734 926.49		4 734 926.49	100.0%
B33	TECHNOLOGY FOR BROADER APPROACH	40 580 000.00	-10 580 000.00		-6 858 182.15	23 141 817.85			23 141 817.85	23 141 817.85		23 141 817.85	100.0%
B34	TECHNOLOGY FOR DONES	4 050 000.00	-3 735 000.00		-15 000.00	300 000.00			300 000.00	300 000.00		300 000.00	100.0%
B35	EXTERNAL SUPPORT ACTIVITIES	22 000 000.00			-4 507 828.27	17 492 171.73	146 746.15	11 995.40	17 650 913.28	17 630 454.91	11 995.40	17 642 450.31	100.0%
B36	OTHER OPERATIONAL EXPENDITURE	5 000 000.00			-164 523.03	4 835 476.97			4 835 476.97	4 835 476.97		4 835 476.97	100.0%
	Title B3 - Total	560 853 490.00	13 145.60	1 946 817.04	2 011 377.22	564 824 829.86	3 720 281.80	11 995.40	568 557 107.06	568 520 961.41	11 995.40	568 532 956.81	100.0%
B4	EARMARKED EXPENDITURE					0.00			0.00				
B41	ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	134 000 000.00				134 000 000.00		166 825.19	134 166 825.19	132 666 825.19		132 666 825.19	98.9%
B42	ACTIVITIES LINKED TO ITER ORGANIZATION	p.m.				0.00	8 973 587.90	43 634 905.73	52 608 493.63	9 569 197.44		9 569 197.44	18.2%
B43	OTHER EARMARKED EXPENDITURE	p.m.				0.00	6 608 606.71	52 150.00	6 660 756.71	0.00		0.00	0.0%
	Title B4 - Total	134 000 000.00	0.00	0.00	0.00	134 000 000.00	15 582 194.61	43 853 880.92	193 436 075.53	142 236 022.63	0.00	142 236 022.63	73.5%
	Titles B3 & B4 - Subtotal	694 853 490.00	13 145.60	1 946 817.04	2 011 377.22	698 824 829.86	19 302 476.41	43 865 876.32	761 993 182.59	710 756 984.04	11 995.40	710 768 979.44	93.3%
	Total BUDGET in Payment appropriations	777 595 490.00	13 145.60	1 946 817.04	0.00	779 555 452.64	19 441 698.20	50 197 295.94	849 194 446.78	784 074 523.91	4 778 551.06	788 853 074.97	92.9%

Fig. 30 Evolution of the Expenditure in Payment Appropriations

6.4.2.1 Administrative Expenditure

As mentioned previously, the administrative expenditure is of non-differentiated nature with the following consequences:

- The main changes made during the year compared to the original budget are identical in commitment and in payment. The changes for the 2025 budget are described in section 6.4.1.1,
- The statement of expenditure in payment appropriations includes the carry-over of appropriations corresponding to administrative contracts committed but not yet paid at the end of the previous year. This carry-over amounted to EUR 6 331 419.62,
- The current budget committed but not paid at the end of the year is automatically carried over and entered in the statement of expenditure of the following year (total amount of EUR 7 481 631.37) as represented on Fig.32.

6.4.2.2 Operational Expenditure in Payments

The Budget for operational expenditure has been increased by EUR 1.95 million via Budget Amendment 2 with additional funding received from EURATOM and by transfers from administrative budget approved by the Director in the amount of EUR 2 million.

Title 3 – Operational expenditure

- **Chapter B32 Technology for ITER and Demo** **(-) 48%**

  The decrease is mainly related to changes in the actual carrying out of the activities, technical and schedule related, that affected the procurement implementation compared to the original planning,

- **Chapter B33 Technology for Broader Approach** **(-) 43%**

  The decrease is mainly related to changes in the actual carrying out of the activities, technical and schedule related, that affected the procurement implementation compared to the original planning,

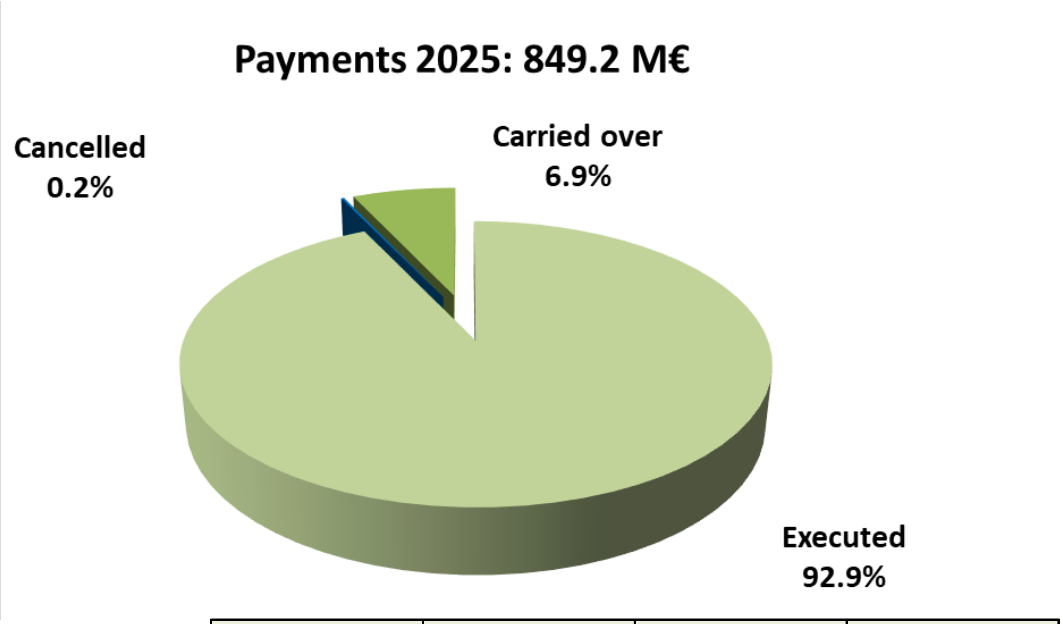
- **Chapter B34 Technology for DONES** **(-) 93%**

  The decrease is mainly related to changes in the actual carrying out of the activities, technical and schedule related, that affected the procurement implementation compared to the original planning,

- **Chapter B35 External Support Activities** **(-)20%**

  The decrease is related to lower external support needs in most of the F4E's Programme Teams.

6.4.2.3 Implementation of the Budget in Payment



MEUR	Budget	Cancelled	Carried over	Executed
Payment 2025	849.2	1.6	58.7	788.9

Fig. 31 Final Implementation in PA

92.9% of the available budget has been implemented.

6.4.2.4 Cancelled Payment Appropriations

EUR

2025 budget Heading	Unused Appropriations (1)	Carry over to 2026 (2)	Cancelled appropriations (3)=(1)-(2)
TITLE 1 - STAFF EXPENDITURE	3 219 286.13	2 410 919.06	808 367.07
TITLE 2 - OPERATING EXPENDITURE	5 897 882.53	5 070 712.31	827 170.22
Total TITLE 1 & 2 Payment	9 117 168.66	7 481 631.37	1 635 537.29
TITLE 3 - OPERATIONAL EXPENDITURE	24 150.25	15 687.28	8 462.97
TITLE 4 - EARMARKED EXPENDITURE	51 200 052.90	51 200 052.90	0.00
Total TITLE 3 & 4 Payment	51 224 203.15	51 215 740.18	8 462.97
Total BUDGET in Payment	60 341 371.81	58 697 371.55	1 644 000.26

Fig. 32 Cancelled Payment Appropriations

The payment appropriations not used by the 31/12/2025 are cancelled except the amount automatically carried over for non-differentiated appropriations (Title 1 and Title 2) and assigned revenue, according to the F4E FR.

6.4.3 Additional information on the Final Implementation of the 2024 Budget

6.4.3.1 Final Implementation of the Administrative Expenditure 2024

The definitive execution of the administrative budget 2024 is determined at the end of 2025, when the amounts carried over from the previous year corresponding to administrative actions committed but not yet paid are executed or cancelled. The execution of the payment appropriations carried over is shown with the implementation of the statement of expenditure above, column (10) of Fig.30.

The final execution of the 2024 administrative budget is therefore as follows:

EUR

	Title 1	Title 2	Total
Final 2024 Administrative Budget	**65 703 801.09**	**10 467 781.19**	**76 171 582.28**

Fig. 33 Final Implementation of the Administrative Expenditure 2024

6.4.3.2 Global Commitments from 2024

The global commitment in total amount of EUR 2 million made in 2024 was executed by using individual commitments in total amount of EUR 1.99 million in 2025, the rest will be decommitted.

6.5 Tasks financed by the ITER Organisation

F4E budget coming from Assigned Revenue funds is used to finance the costs of changes requested by IO and according to the procedures established by them. This also facilitates proper management of tasks financed by IO. In 2025 F4E continued to collect revenue for additional tasks requested and financed by IO.

The new commitment appropriations opened in 2025 represented a total amount of EUR 20.5 million. The payments recovered from IO represented a total amount of EUR 8.97 million.

More details about tasks financed by the IO are provided in Annex 7.1.

6.6 Budget Outturn Account 2025

The outturn for the financial year is calculated according to the total revenue actually cashed minus the total payment incurred during the year, minus the appropriations carried over to the following year.

EUR

Budget Outturn Account		2025	2024
REVENUE			
Euratom contribution	+	637 147 490.31	556 359 500.00
ITER Host state contributions	+	134 000 000.00	60 000 000.00
Membership contributions	+	8 058 500.00	8 474 100.00
ITER Organization & Other External Assigned Revenue	+	15 582 194.61	33 714 489.01
Other budgeted revenue	+	3 977 646.77	3 031 634.00
Other non budgeted revenue	+	566 717.95	399 545.22
TOTAL REVENUE (a)		**799 332 549.64**	**661 979 268.23**
EXPENDITURE			
Title I:Staff			
Payments	-	66 164 647.10	64 229 037.11
Appropriations carried over to the following year	-	2 410 919.06	2 212 457.72
Title II: Infrastructure Expenditure			
Payments	-	7 152 892.77	7 175 989.51
Appropriations carried over to the following year	-	5 070 712.31	4 208 781.36
Title III: Operational Expenditure			
Payments	-	568 532 956.81	498 305 196.14
Appropriations carried over to the following year	-	15 687.28	11 995.40
Title IV Earmarked revenue			
Payments	-	142 236 022.63	68 012 714.90
Appropriations carried over to the following year	-	51 200 052.90	43 853 880.92
Total Payments (b)		*784 086 519.31*	*637 722 937.66*
Appropriations carried over to the following year (c)		*58 697 371.55*	*50 287 115.40*
TOTAL EXPENDITURE (d)=(b)+(c)		**842 783 890.86**	**688 010 053.06**
OUTTURN FOR THE FINANCIAL YEAR (a-d)		**-43 451 341.22**	**-26 030 784.83**
Cancellation of unused payment appropriations carried over from previous year	+	1 562 907.44	1 088 541.83
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	43 957 652.30	26 717 717.71
Exchange differences for the year (gain +/loss -)	+/-	-62.42	2 917.47
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		**2 069 156.10**	**1 778 392.18**
Of which Administrative expenditure		**1 635 474.87**	**1 104 746.98**
Of which Operational expenditure		**433 681.23**	**673 645.20**
Administrative outturn:		**1 635 474.87**	**1 104 746.98**
Exchange differences for the year		-62.42	2 917.47
Cancelled appropriation on title 1 and 2 from current year		72 629.85	0.00
Cancelled appropriation on title 1 and 2 from previous year		1 562 907.44	1 088 541.83
Non budgeted revenue from liquidated damages and Court decisions		0.00	13 287.68
Operational outturn:		**433 681.23**	**673 645.20**
Cancelled payment appropriations on title 3 from 2024		8 462.97	0.00
Uncashed membership contribution from the year		-207 800.00	-66 300.00
Cashed membership contributions from previous year		66 300.00	340 400.00
Cashed not budgeted amount of the Euratom Contribution		0.31	0.00
Non budgeted revenue from liquidated damages and Court decisions		566 717.95	399 545.20

Fig. 34 Budget Outturn 2025

For the 2025 financial year, the balance of the budget outturn amounts to EUR 2 069 156.10.

7 Annexes

7.1 Commitment Appropriations for Revenue from IO opened in 2025

EUR

Local Key	Forecast of Revenue - User Reference	Accepted Amount
F4E.173	PCR 1624 - Baseline 2024 - Scenario B - Addition of the Boronization system	5 193 188.00
F4E.185	IO/25/TA/4500000249 : Final design of the civil works of the new RF heating buildings/bridges/infrastructures	4 445 020.00
F4E.174	IO/24/TA/4500000217 : qualification of Tungsten armour for the NHF-EU First wall panels	4 422 000.00
F4E.169	IO/24/TA/4500000224	2 801 563.52
F4E.161	PCR 1410 pplicability of new SRD- 23-03 (Casks and Plug handling systems and re-baselining EUDA PA 2.3.P3.EU.01	1 234 724.00
F4E.170	PCR 1629 Applicability of new SRD- 23-05 and propagation to EUDA PA 2.3.P5.EU.01	883 600.00
F4E.163	PCR-751 : Model update and revision of the B15 TB04 schedule	519 148.56
F4E.179	IO/24/TA/4500000231 VV + MG	260 000.00
F4E.183	IO/24/TA/4500000242	125 488.00
F4E.182	IO/24/TA/4500000236 Changes to heating NB Vessel NH	86 402.00
F4E.187	MOU:"Agreement to perform studies for data acquisition & monitoring of the Tokamak's ASBS from Sept 2025 to Sept 2029	86 076.09
F4E.153	MOU : New buildings preliminary design	78 500.00
F4E.171	IO/25/TA/4500000187 Engineering support in the area of active NB Shielding BS	64 798.00
F4E.172	DI-125 / OMF-1168-LOT2-01-02 OS#028 Chapus / IO Notification 2024-017	50 000.00
F4E.186	DI-128 / OPE-1496-01/ Notification - Input data/document for PA 6.2.P2.EU.02 FFRS - Input for construction designs – PBS 65 - Liquid & Gas networks – Tokamak complex B11/14/74 (IP)	50 000.00
F4E.181	DI-133_2025/013 - Notification_identified impact items at Tokamak complex L2 Level Port Cells from the post -MRR Changes and out of MRR FAP items impacting buildings services	45 000.00
F4E.180	DI-132_2025/014 - Implement IO requested change at Tokamak complex L1 Level Port Cell to relocate PBS 65 Interface points to accommodate PBS 55 Configuration.	40 000.00
F4E.168	DI-127 / OPE-058 OS#782 ENGAGE / Notification 2024-019	31 000.00
F4E.167	DI-126 / OPE-058 OS#773 ENGAGE / Notification 2024-018	30 000.00
F4E.175	IO/23/TA/4500000197 (Design, Manufacture and Experiment of benchmark problem set up for the validation of the electromagnetic codes) ITA	30 000.00
F4E.178	DI-130 NOTIFICATION 2025/011 Implement identified impact items at Tokamak complex B1 & L1 Level Port Cells from the post-MRR changes out of MRR FAP Items impacting building services-OPE-058-OS#803	18 000.00
F4E.176	DI-131_2025/014 Implement modified AVEVA CAD Catalogue requirements requiring rework of Tokamak complex building services drawings/diagrams	15 000.00
F4E.177	DI-129 Implement identified impact items at Tokamak complex L3 Level UPC from the post-MRR Changes and out of MRR FAP Items impacting building services -OPE-058-OS#802 Notification 2025/010	13 000.00
TOTAL		**20 522 508.17**

Fig. 35 Commitment Appropriations for Assigned Revenue from IO

7.2 Multi-Annual Payment Schedule for the Operational Budget

EUR

Year	Net Commitments	Paid until end of 2013	Paid in MFF 2014-2020	MFF 2021-2027					Outstanding amount
				Paid 2021	Paid 2022	Paid 2023	Paid 2024	Paid 2025	
<= 2007	115 445 438.21	113 121 009.41	2 324 428.80	-	-	-	-	-	- 0.00
2008	162 357 720.16	154 330 986.04	8 026 734.12	-	-	-	-	-	0.00
2009	295 658 870.68	234 711 366.38	60 244 459.12	494 543.46	-	-	-	-	208 501.72
2010	389 572 116.22	274 537 523.43	113 315 487.63	520 457.78	267 489.00	-	713 578.02	-	217 580.36
2011	363 551 283.25	224 611 776.68	138 573 486.04	227 422.68	65 267.85	-	-	-	73 330.00
2012	1 032 616 349.67	227 971 230.12	760 625 795.92	14 418 968.18	14 456 930.11	4 599 940.47	3 517 482.03	4 421 995.79	2 604 007.05
2013	730 962 625.36	67 053 699.98	611 806 609.36	18 485 338.22	15 653 339.40	1 701 968.12	12 574 719.37	-	3 686 950.91
2014	565 608 352.39	-	475 247 089.02	19 482 123.37	18 381 869.43	10 531 721.11	7 036 363.48	13 466 377.47	21 462 808.51
2015	336 301 470.64	-	323 703 676.59	3 947 737.56	2 866 937.05	593 039.16	867 049.69	352 949.01	3 970 081.58
2016	410 868 067.49	-	406 090 760.75	1 423 809.18	367 707.81	733 739.57	1 207 287.87	-	1 044 762.31
2017	478 341 572.14	-	433 038 187.24	19 067 695.60	9 512 936.62	5 842 281.59	973 741.75	5 681 664.09	4 225 065.25
2018	624 824 277.75	-	475 932 307.52	35 594 872.67	6 161 810.79	5 607 430.34	22 780 603.23	20 901 789.06	57 845 464.14
2019	648 295 446.92	-	438 734 899.59	72 880 000.06	72 301 641.32	27 636 673.09	23 664 403.12	7 867 920.40	5 209 909.34
2020	747 026 372.68	-	328 530 151.47	220 317 475.14	87 562 170.73	52 123 263.56	21 539 605.28	28 035 671.02	8 918 035.48
2021	881 506 518.40	-	-	278 124 868.81	242 964 503.48	99 341 228.12	44 312 079.31	34 476 018.68	182 287 820.00
2022	589 126 454.57		-		221 585 641.86	192 065 372.07	69 035 456.01	24 911 884.43	81 528 100.20
2023	472 100 722.05		-			123 864 499.06	217 826 602.54	37 038 536.92	93 371 083.53
2024	657 194 711.35						140 268 939.34	321 227 261.58	195 698 510.43
2025	897 347 490.25							212 386 910.99	684 960 579.26
Total	**10 398 705 860.18**	**1 296 337 592.04**	**4 576 194 073.17**	**684 985 312.71**	**692 148 245.45**	**524 641 156.26**	**566 317 911.04**	**710 768 979.44**	**1 347 312 590.07**

Fig. 36 Multiannual payment schedule (Operational)

Notes : - The actions accounted to F4E projects and implemented by the Commission and the CEA before F4E financial autonomy in 2008 are included.

- Indicatively, the cumulative operational expenses at 31/12/25 are estimated to EUR 8 942.5 million in current value

7.3 Reconciliation between Budgetary and Accrual Based Accounts

	sign +/-	Amount (EUR)
Economic result (+ for surplus and - for deficit)	**+/-**	**123 490 586.43**
Adjustment for accrual items (items not in the budgetary result but included in the economic result)		
Adjustments for Accrual Cut-off (reversal 31.12.N-1)	**+/-**	122 704 908.07
Adjustments for Accrual Cut-off (cut- off 31.12.N)	**+/-**	-247 610 684.64
Unpaid invoices at year end but booked in charges (class 6)	**+**	304 601 777.20
Depreciation of intangible and tangible assets	**+**	340 697.78
Provisions (impact of the year)	**+/-**	-64 791 693.51
Recovery Orders issued in 2025 in class 7 and not yet cashed	**-**	-207 800.00
Prefinancing given in previous year and cleared in the year	**+**	37 334 699.64
Prefinancing received in previous year and cleared in the year	**-**	0.00
Payments made from carry over of payment appropriations	**+**	4 766 555.66
Other : 2025 corrections/credit notes on transactions booked in charges in previous years	**+/-**	-1 569 456.02
Adjustment for budgetary items (item included in the budgetary result but not in the economic result)		
Asset acquisitions (less unpaid amounts)	**-**	-430 402.78
New pre-financing paid in the year 2025 and remaining open as at 31.12.2025	**-**	-31 271 110.53
New pre-financing received in the year 2025 and remaining open as at 31.12.2025	**+**	2 069 156.10
Budgetary recovery orders issued before 2025 and cashed in the year	**+**	600 758.08
Budgetary recovery orders issued in 2025 on balance sheet accounts (not 7 or 6 accounts) and cashed	**+**	2 065 761.38
Payment appropriations carried over to 2026	**-**	-58 697 371.55
Cancellation of unused carried over payment approppriations from previous year	**+**	1 562 907.44
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	**+**	43 957 652.30
Other : Invoices paid in 2025 but booked in charges in previous years	**+/-**	-236 847 614.03
Total		2 069 327.02
Budgetary result (+ for surplus)	**+/-**	**2 069 156.10**
Including amount of exchange rate differences		-62.42
Delta not explained		170.92

Fig. 37 Reconciliation between budgetary and accrual based accounts

7.4 2025 Budget Implementation – Details by Fund Source

Fund Source: C1 - Credits of the year (EUR)

			Commitment			Payment		
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	C1	46 994 288.38	46 994 288.38	100.00%	46 994 288.38	46 921 658.53	99.85%
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	C1	13 775 108.91	13 775 108.91	100.00%	13 775 108.91	13 684 599.46	99.34%
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	C1	827 037.10	827 037.10	100.00%	827 037.10	775 374.68	93.75%
A13	MISSION EXPENSES	C1	525 000.00	525 000.00	100.00%	525 000.00	337 663.80	64.32%
A14	SOCIO-MEDICAL INFRASTRUCTURE	C1	850 740.00	850 740.00	100.00%	850 740.00	584 346.14	68.69%
A15	TRAINING	C1	818 000.00	818 000.00	100.00%	818 000.00	397 203.60	48.56%
A16	EXTERNAL SERVICES	C1	1 060 000.00	1 060 000.00	100.00%	1 060 000.00	793 717.89	74.88%
A17	RECEPTIONS, EVENTS AND REPRESENTATION	C1	2 000.00	2 000.00	100.00%	2 000.00	207.10	10.36%
A18	SOCIAL WEALFARE	C1	54 200.00	54 200.00	100.00%	54 200.00	14 093.15	26.00%
A19	OTHER STAFF RELATED EXPENDITURE	C1	3 731 805.49	3 731 805.49	100.00%	3 731 805.49	2 653 549.32	71.11%
Total Title 1			**68 638 179.88**	**68 638 179.88**	**100.00%**	**68 638 179.88**	**66 162 413.67**	**96.39%**

Fund Source: C1 - Credits of the year (EUR)

			Commitment			Payment		
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	C1	1 987 722.93	1 987 722.93	100.00%	1 987 722.93	1 042 436.09	52.44%
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING	C1	6 178 633.70	6 178 633.70	100.00%	6 178 633.70	3 573 138.51	57.83%
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS	C1	160 538.46	160 538.46	100.00%	160 538.46	97 202.61	60.55%
A24	CURRENT ADMINISTRATIVE EXPENDITURE	C1	2 093 087.74	2 093 087.74	100.00%	2 093 087.74	1 347 256.23	64.37%
A25	POSTAGE / TELECOMMUNICATIONS	C1	532 364.31	532 364.31	100.00%	532 364.31	245 257.06	46.07%
A26	MEETING EXPENSES	C1	822 975.47	822 975.47	100.00%	822 975.47	551 555.86	67.02%
A28	INFORMATION AND PUBLISHING	C1	40 000.00	40 000.00	100.00%	40 000.00	7 414.46	18.54%
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	C1	277 120.29	277 120.29	100.00%	277 120.29	207 844.76	75.00%
Total Title 2			**12 092 442.90**	**12 092 442.90**	**100.00%**	**12 092 442.90**	**7 072 105.58**	**58.48%**

Fund Source: C1 - Credits of the year (EUR)

Official Budget Item	Budget Line Description	Fund Source	Commitment			Payment		
			Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	C1	735 470 089.65	722 979 200.75	98.30%	514 328 836.82	514 328 836.82	100.00%
B32	TECHNOLOGY FOR ITER AND DEMO	C1	5 063 433.17	5 063 433.17	100.00%	4 726 526.49	4 726 526.49	100.00%
B33	TECHNOLOGY FOR BROADER APPROACH	C1	22 611 158.17	22 611 158.17	100.00%	23 141 817.85	23 141 817.85	100.00%
B34	TECHNOLOGY FOR DONES	C1	479 500.00	479 500.00	100.00%	300 000.00	300 000.00	100.00%
B35	EXTERNAL SUPPORT ACTIVITIES	C1	26 625 914.64	26 614 420.64	99.96%	17 492 171.73	17 483 708.76	99.95%
B36	OTHER OPERATIONAL EXPENDITURE	C1	5 085 280.06	4 839 280.06	95.16%	4 835 476.97	4 835 476.97	100.00%
Total Title 3			**795 335 375.69**	**782 586 992.79**	**98.40%**	**564 824 829.86**	**564 816 366.89**	**100.00%**
Total C1			**876 065 998.47**	**863 317 615.57**	**98.54%**	**645 555 452.64**	**638 050 886.14**	**98.84%**

Fund Source: C4 - Internal assigned revenues (EUR)

Official Budget Item	Budget Line Description	Fund Source	Commitment			Payment		
			Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	C4	1 538.70	0.00	0.00%	1 538.70	0.00	0.00%
A13	MISSION EXPENSES	C4	25.95	19.95	76.88%	25.95	19.95	76.88%
A16	EXTERNAL SERVICES	C4	256.96	256.96	100.00%	256.96	256.96	100.00%
A19	RECEPTIONS, EVENTS AND REPRESENTATION	C4	6 238.00	6 238.00	100.00%	6 238.00	0.00	0.00%
Total Title 1			**8 059.61**	**6 514.91**	**80.83%**	**8 059.61**	**276.91**	**3.44%**
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	C4	36 434.11	36 434.11	100.00%	36 434.11	590.00	1.62%
A25	POSTAGE / TELECOMMUNICATIONS	C4	4 908.61	4 908.61	100.00%	4 908.61	4 908.61	100.00%
Total Title 2			**41 342.72**	**41 342.72**	**100.00%**	**41 342.72**	**5 498.61**	**13.30%**
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	C4	3 565 135.65	1 643 348.42	46.09%	3 565 135.65	3 549 448.37	99.56%
B32	TECHNOLOGY FOR ITER AND DEMO	C4	8 400.00	8 400.00	100.00%	8 400.00	8 400.00	100.00%
B35	EXTERNAL SUPPORT ACTIVITIES	C4	146 746.15	146 746.15	100.00%	146 746.15	146 746.15	100.00%
Total Title 3			**3 720 281.80**	**1 798 494.57**	**48.34%**	**3 720 281.80**	**3 704 594.52**	**99.58%**
Total C4			**3 769 684.13**	**1 846 352.20**	**48.98%**	**3 769 684.13**	**3 710 370.04**	**98.43%**

Fund Source: C5 - Carried-over internal assigned revenues (EUR)

				Commitment			Payment	
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A13	MISSION EXPENSES	C5	1 956.52	1 956.52	100.00%	1 956.52	1 956.52	100.00%
Total Title 1			1 956.52	1 956.52	100.00%	1 956.52	1 956.52	100.00%
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	C5	75 288.58	75 288.58	100.00%	75 288.58	75 288.58	100.00%
Total Title 2			75 288.58	75 288.58	100.00%	75 288.58	75 288.58	100.00%
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	C5	1 926 117.33	1 926 117.33	100.00%	0.00	0.00	-
B35	EXTERNAL SUPPORT ACTIVITIES	C5	11 995.40	11 995.40	100.00%	11 995.40	11 995.40	100.00%
B36	OTHER OPERATIONAL EXPENDITURE	C5	4 336.16	4 336.16	100.00%	0.00	0.00	-
Total Title 3			1 942 448.89	1 942 448.89	100.00%	11 995.40	11 995.40	100.00%
Total C5			**2 019 693.99**	**2 019 693.99**	**100.00%**	**89 240.50**	**89 240.50**	**100.00%**

Fund Source: C8 - Carried over credits from previous years (EUR)

			Commitment			Payment		
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	C8	80 000.00	80 000.00	100.00%	80 000.00	80 000.00	100.00%
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	C8	249 429.36	249 429.36	100.00%	249 429.36	211 123.99	84.64%
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	C8	283 113.75	262 475.88	92.71%	283 113.75	134 975.88	47.68%
A13	MISSION EXPENSES	C8	388 842.59	103 220.81	26.55%	388 842.59	103 220.81	26.55%
A14	SOCIO-MEDICAL INFRASTRUCTURE	C8	223 973.64	191 271.20	85.40%	223 973.64	191 271.20	85.40%
A15	TRAINING	C8	633 602.10	608 769.09	96.08%	633 602.10	543 035.03	85.71%
A16	EXTERNAL SERVICES	C9	180 674.94	119 437.58	66.11%	180 674.94	119 437.58	66.11%
A17	RECEPTIONS, EVENTS AND REPRESENTATION	C8	1 814.80	0.00	0.00%	1 814.80	0.00	0.00%
A18	SOCIAL WEALFARE	C8	58 447.48	45 082.24	77.13%	58 447.48	45 082.24	77.13%
A19	OTHER STAFF RELATED EXPENDITURE	C8	110 602.54	71 511.72	64.66%	110 602.54	46 617.25	42.15%
Total Title 1			**2 210 501.20**	**1 731 197.88**	**78.32%**	**2 210 501.20**	**1 474 763.98**	**66.72%**

Fund Source: C8 - Carried over credits from previous years (EUR)

			Commitment			Payment		
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A21	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	C8	379 770.50	345 235.60	90.91%	379 770.50	345 235.60	90.91%
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING	C8	2 389 172.03	2 119 242.78	88.70%	2 389 172.03	2 101 281.35	87.95%
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS	C8	23 398.39	11 826.96	50.55%	23 398.39	11 826.96	50.55%
A24	CURRENT ADMINISTRATIVE EXPENDITURE	C8	794 617.08	606 415.37	76.32%	794 617.08	602 220.08	75.79%
A25	POSTAGE / TELECOMMUNICATIONS	C8	260 547.23	73 377.37	28.16%	260 547.23	73 377.37	28.16%
A26	MEETING EXPENSES	C8	168 641.59	81 867.09	48.55%	168 641.59	81 867.09	48.55%
A28	INFORMATION AND PUBLISHING	C8	7 324.54	1 357.58	18.53%	7 324.54	1 357.58	18.53%
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	C8	95 490.54	74 625.65	78.15%	95 490.54	74 625.65	78.15%
Total Title 2			**4 118 961.90**	**3 313 948.40**	**80.46%**	**4 118 961.90**	**3 291 791.68**	**79.92%**
B31	ITER CONSTRUCTION INCLUDING SITE PREPARATION	C8	792 794 787.90	751 374 447.75	94.78%	Payment appropriations under C1 Fund source		
B32	TECHNOLOGY FOR ITER AND DEMO	C8	11 184 228.87	10 804 729.74	96.61%			
B33	TECHNOLOGY FOR BROADER APPROACH	C8	29 034 540.15	28 409 497.40	97.85%			
B34	TECHNOLOGY FOR DONES	C8	362 982.64	362 982.64	100.00%			
B35	EXTERNAL SUPPORT ACTIVITIES	C8	35 840 929.05	31 696 258.61	88.44%			
B36	OTHER OPERATIONAL EXPENDITURE	C8	1 544 651.55	1 411 711.10	91.39%			
Total Title 3			**870 762 120.16**	**824 059 627.24**	**94.64%**			
Total C8			**877 091 583.26**	**829 104 773.52**	**94.53%**	**6 329 463.10**	**4 766 555.66**	**75.31%**

Fund Source: C9 - Carried over credits from previous years (EUR)

			Commitment			Payment		
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A10	SALARIES AND ALLOWANCES FOR ESTABLISHMENT PLAN POSTS	C9	41 599.49	0.00	0.00%	0.00	0.00	-
A11	SALARIES AND ALLOWANCES FOR EXTERNAL PERSONNEL	C9	51 714.51	0.00	0.00%	0.00	0.00	-
A12	EXPENDITURE RELATING TO STAFF RECRUITMENT	C9	8 696.85	0.00	0.00%	0.00	0.00	-
A13	MISSION EXPENSES	C9	23 729.55	0.00	0.00%	0.00	0.00	-
A14	SOCIO-MEDICAL INFRASTRUCTURE	C9	26 661.25	0.00	0.00%	0.00	0.00	-
A15	TRAINING	C9	102 102.27	0.00	0.00%	0.00	0.00	-
A17	RECEPTIONS, EVENTS AND REPRESENTATION	C9	1 348.46	0.00	0.00%	0.00	0.00	-
A19	OTHER STAFF RELATED EXPENDITURE	C9	14 940.34	0.00	0.00%	0.00	0.00	-
	Total Title 1		**270 792.72**	**0.00**		**0.00**	**0.00**	
A22	INFORMATION, COMMUNICATION TECHNOLOGY AND DATA PROCESSING		3 220.44	0.00	0.00%	0.00	0.00	-
A23	MOVABLE PROPERTY AND ASSOCIATED COSTS		9 632.13	0.00	0.00%	0.00	0.00	-
A24	CURRENT ADMINISTRATIVE EXPENDITURE		10 343.59	0.00	0.00%	0.00	0.00	-
A26	MEETING EXPENSES	C9	29 427.65	0.00	0.00%	0.00	0.00	-
A28	INFORMATION AND PUBLISHING	C9	2 455.02	0.00	0.00%	0.00	0.00	-
A29	OTHER INFRASTRUCTURE AND OPERATING EXPENDITURE	C9	23 471.81	0.00	0.00%	0.00	0.00	-
	Total Title 2		**78 550.64**	**0.00**		**0.00**	**0.00**	
B36	OTHER OPERATIONAL EXPENDITURE	C9	238 563.90	0.00	0.00%	0.00	0.00	-
	Total Title 3		**238 563.90**	**0.00**	0.00%	**0.00**	**0.00**	
Total C9			**587 907.26**	**0.00**	**-**	**0.00**	**0.00**	

Fund Source: R0 - Assigned revenues (EUR)

			Commitment			Payment		
Official Budget Item	Budget Line Description	Fund Source	Credit Com Amount (1)	Commitment Accepted Amount (2)	% Committed (2)/(1)	Credit Pay Amount (4)	Payment Accepted Amount (5)	% Paid (5)/(4)
A27	RUNNING COSTS IN CONNECTION WITH OPERATIONAL ACTIVITIES	R0	14 530.88	0.00	0.00%	14 530.88	0.00	0.00%
Total Title 2			**14 530.88**	**0.00**	**0.00%**	**14 530.88**	**0.00**	**0.00%**
B41	ITER CONSTRUCTION - ITER HOST STATE CONTRIBUTION	R0	421 689 974.08	414 961 280.81	98.40%	134 166 825.19	132 666 825.19	98.88%
B42	ACTIVITIES LINKED TO ITER ORGANIZATION	R0	92 233 466.77	33 109 420.32	35.90%	52 608 493.63	9 569 197.44	18.19%
B43	OTHER EARMARKED EXPENDITURE	R0	6 660 756.71	0.00	0.00%	6 660 756.71	0.00	0.00%
Total Title 4			**520 584 197.56**	**448 070 701.13**	**86.07%**	**193 436 075.53**	**142 236 022.63**	**73.53%**
Total R0			**520 598 728.44**	**448 070 701.13**	**86.07%**	**193 450 606.41**	**142 236 022.63**	**73.53%**

Fig. 38 Budget Implementation – Details by Fund Source

7.5 Establishment Plan 2025

Function group and grade	2025 Budget			
	Authorised under the EU Budget		Filled as 31/12/2025	
	Permanent posts	Temporary Posts	Permanent posts	Temporary Posts
AD 16				
AD 15				
AD 14	4	4	3	1
AD 13	5	9	2	4
AD 12	7	27	6	24
AD 11	4	34	1	28
AD 10	5	54	8	62
AD 9		41	1	25
AD 8	1	22		25
AD 7	1	13	1	11
AD 6		26	1	32
AD 5				
AD total	**27**	**230**	**23**	**212**
AST 11	2			
AST 10	2			
AST 9	2	1	4	
AST 8	1	2		2
AST 7		9		10
AST 6	2	8	2	4
AST 5	1	5	2	6
AST 4		6		2
AST 3		7		12
AST 2				
AST 1				
AST total	**10**	**38**	**8**	**36**
AST/SC total	**0**	**0**	**0**	**0**
TOTAL	**37**	**268**	**31**	**248**
GRAND TOTAL	**305**		**279**	

Fig. 39 Budget 2025 - Establishment Plan

8 Glossary and Abbreviations

ABAC	Accrual Based Accounting (accounting system used by F4E and managed by the EC).
Accounts payable	Organisation's current payables due within one year. Accounts payable are current liabilities.
Accounts receivable	Organisation's current receivables due within one year. Accounts receivable are current assets
Accrual accounting	Accounting methodology that recognises income when it is earned and expenses when they occur, rather than when they are actually received or paid, as opposed to cash accounting.
Actual = Actual amounts	Budget outturn = Budget execution = Budget implementation
Assets	Assets are items owned by an individual or an organisation, which have commercial or exchange value. Assets may consist of specific property or claims against others.
BA	Broader Approach
Cash accounting	Accounting methodology based on cash flows, i.e. transactions are recognised when cash is received or paid, as opposed to accrual accounting.
Current asset	The group of assets considered to be liquid in that they can be turned into cash within one year.
Current liability	Liabilities to be paid/settled within one year of the balance sheet date. (e.g. vendor's payables, etc.).
DI	Direct implementation for tasks requested by IO
EaC	Estimate at Completion
EC	European Commission
EPB	Executive Project Board
EU	European Union
External assigned revenues	Dedicated revenue received to finance specific items of expenditure
FR	Financial regulation
Financial statements	Written reports which quantitatively describe the financial health of an organisation. They comprise the Statement of Financial Performance, the Balance Sheet, the Cash Flow Statement, the Statement of Changes in Net Assets (capital) and the explanatory notes.
GB	Governing Board
Imprest account	Bank accounts and/or cash at hand used for the payment of low value expenses.
Internal assigned revenues	Funds received for specific assigned operations and activities from amounts recovered.
IO	ITER Organisation
Liability	A financial obligation, debt, claim, payable or potential loss.
NCR	Non conformity Report is a document issued by the supplier, F4E or the Customer detailing a condition that does not comply with a specified requirement.
PA	Procurement Arrangement: the PA between F4E and IO define the F4E deliverables to IO as well as the credit allocation scheme for each deliverable under the ITER unit of account.
PCR	Project Change Request
RAL	Commitments resulting in payment appropriations remaining to be paid.
TB	Tender Batches
WP	Annual Work Programme