

ANNUAL REPORT

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Management report

e-Governance Academy (eGA) is an independent mission-based non-profit organisation, brought into existence by the United Nations Development Programme, Open Society Institute and the Government of Estonia in 2002. eGA is audited by an internationally recognised audit firm, currently KPMG Baltics.

eGA inspires, trains and advises public sector leaders, officials and stakeholders in using information technology to increase government efficiency and transparency and improve democratic processes. Additionally, in cooperation with companies eGA assists foreign governments in the design, selection and implementation of e-solutions.

We have trained over 5500 officials from more than 130 countries and regions. We are playing key roles in e-government and digital transformation policy planning and implementation including the formation of the lead organisations responsible for developing a nation's interoperability framework and related legal and technical framework development and management.

We have extensive experience in the development of e-governance in transitional societies, particularly in Central and Eastern Europe, the Balkans, and Africa. In addition, eGA has excellent cooperation with countries of the European Union (Finland, Sweden, Netherlands, Latvia, and many others).

eGA is a member of the Estonian Roundtable for Development Cooperation and the Network of Estonian Non-Profit Organisations. In carrying out its activities, eGA follows the Code of Ethics of Estonian non-profit organisations.

Altogether in 2018 eGA had 20 staff members converted to full time equivalent, working under employment contracts and we continued our co-operation with external experts and lecturers, as we have done in previous years.

Looking back on 2018, we are very proud of eGA's continuing development – both in our increasing capacity to provide services and much wider reach and recognition.

Since its establishment, eGA has worked with more than 200 organisations. In 2018, we launched new collaboration projects with the UNDP and the World Bank and obtained the status of a Full Mandated Body of the European Commission, which enables us to lead EU Twinning Programme projects similar to public sector organisations.

Moreover, we signed 10 Memoranda of Understanding to enhance cooperation with e-government organisations from Afghanistan, Azerbaijan, Benin, Djibouti, Kenya, Nagaland (India), Panama, Zimbabwe and Vietnam.

Last year we teamed up with the Strategic Policy Institute from Australia to support digital transformation in Pacific Island countries including the Kingdom of Tonga, Kiribati, Papua New-Guinea, Samoa and others. We also welcomed an increasing interest in partnerships from African and Caribbean countries like Benin, Kenya, the Cayman Islands and Guyana.

E-government is a complex issue. One single technological innovation is usually not sufficient on its own to transform a country digitally. On the other hand, some governments still think of e-government purely in terms of hardware and software acquisition. The complexity lies rather in ecosystems, organisations, management and legislation – the crucial elements for successful transformation.

Our main focus is still to remind stakeholders of the basic requirements for developing e-governance and the need for one leading institution responsible for digital transformation that can see the bigger picture, not just a fragmented set of e-services.

Our main advantage is our practical experience, gained from one of the most advanced digital societies in the world – Estonia. Transferring this experience has always been one of the main aims of our training programmes. Nevertheless, e-government cannot simply be copied from one country to another. The only way is to assess a country's situation and needs and to suggest achievable organisational, legal and technological goals.

In 2018, eGA conducted 35 courses for e-governance officials responsible for digital transformation in their country. The biggest delegations came from India, Kazakhstan and Ukraine.

eGAs biggest project in 2018 was to assist Ukraine in its decentralisation reform by improving public service provision and making governance more transparent and effective. To that end, in cooperation with IT firms Cybernetica and SoftXpansion we developed and are still implementing the government data exchange system '*Trembita*' and information system '*Vulyk*' for administrative service centres (ASCs).

We are also proud of the exceptional results from developing a secure data exchange in Kyrgyzstan where *Tunduk*, the data exchange platform launched in 2016 by eGA and Estonian IT firms *Aktors and Roksnet*, is providing more than 30 e-services. Implementation of this secure data exchange between government agencies in Kyrgyzstan proved once again that the key to the successful implementation of technology is mobilising the political will and getting organisational support from the government. Political stability is also needed to transfer the necessary competencies and skills to local experts. Thus, consistency leads to success.

In the field of e-democracy, 2018 was characterized by redirecting our existing knowledge and practices, which we have successfully applied beyond Estonia in recent years. We advised more than 15 NGOs from Eastern Partnership (EaP) countries on how the potential of technology can be used to increase transparency and civic engagement in their countries. Besides mediating knowledge, we also piloted an Estonian information system *VOLIS* in Georgia where we also assisted two cities in piloting Participatory Budgeting (PB).

The eGA cyber security team made a big leap forward by ranking the cyber security capacities of more than 120 countries in the National Cyber Security Index in 2018. We are proud that the International Telecommunications Union has recognised the NCSI as the most relevant index in the field.

The e-Governance Conference, our largest annual event and our biggest networking opportunity attracted 387 participants from 76 countries around the world. We were gratified to have the President of Estonia, Kersti Kaljulaid sharing her profound insights into the state's interaction with digital citizens and we also heard inspiring keynotes from Beth Simone Noveck and Andrew Keen.

For more information on our activities, please visit our website www.ega.ee

Arvo Ott

Member of the Management Board

The annual accounts

Statement of financial position

(In Euros)

	31.12.2018	31.12.2017	Note
Assets			
Current assets			
Cash and cash equivalents	2 315 425	4 242 740	2
Receivables and prepayments	484 797	579 640	3
Total current assets	2 800 222	4 822 380	
Non-current assets			
Receivables and prepayments	16 570	16 570	3
Property, plant and equipment	58 741	73 429	6
Total non-current assets	75 311	89 999	
Total assets	2 875 533	4 912 379	
Liabilities and net assets			
Liabilities			
Current liabilities			
Payables and prepayments	136 375	390 684	8
Grants with special terms	2 284 147	4 142 834	10
Total current liabilities	2 420 522	4 533 518	
Total liabilities	2 420 522	4 533 518	
Net assets			
Foundation/Issued capital	383	383	
Accumulated surpluses (deficits) from previous periods	378 478	319 092	
Surplus (deficit) for the period	76 150	59 386	
Total net assets	455 011	378 861	
Total liabilities and net assets	2 875 533	4 912 379	

Statement of revenues and expenses

(In Euros)

	2018	2017	Note
Revenue			
Grants and donations	3 067 816	3 273 713	11
Business income	890 986	418 509	
Other income	361 460	117 951	12
Total revenue	4 320 262	3 810 173	
Expenses			
Direct cost of projects financed by grants for special purposes	-3 142 065	-3 300 802	13
Other operating expense	-692 353	-189 947	
Employee expense	-403 379	-178 232	14
Depreciation and impairment loss (reversal)	-30 038	-22 276	6
Total expenses	-4 267 835	-3 691 257	
Surplus (deficit) from operating activities	52 427	118 916	
Interest income	296	149	
Interest expenses	-2 141	-3 346	
Other financial income and expense	25 568	-56 333	
Net surplus (deficit) for the period	76 150	59 386	

Statement of cash flows

(In Euros)

	2018	2017	Note
Cash flows from operating activities			
Surplus (deficit) from operating activities	52 427	118 916	
Adjustments			
Depreciation and impairment loss (reversal)	30 038	22 276	6
Other adjustments	791	967	
Total adjustments	30 829	23 243	
Adjustments for operating receivables and prepayments	114 842	850 143	3
Adjustments for operating liabilities and prepayments	-254 309	-782 029	8
Interest received	296	150	
Interest paid	-2 141	-3 346	
Proceeds from grants with special terms	-1 858 687	2 586 757	10
Other cash flows from operating activities	-20 000	0	
Total cash flows from operating activities	-1 936 743	2 793 834	
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	-16 140	-30 539	6
Total cash flows from investing activities	-16 140	-30 539	
Total cash flows	-1 952 883	2 763 295	
Cash and cash equivalents at beginning of period	4 242 740	1 535 778	2
Change in cash and cash equivalents	-1 952 883	2 763 295	
Effect on exchange rate changes on cash and cash equivalents	25 568	-56 333	
Cash and cash equivalents at end of period	2 315 425	4 242 740	

Statement of changes in net assets

(In Euros)

			Total net assets
	Foundation/Issued capital	Accumulated surpluses deficits from previous period	
31.12.2016	383	319 092	319 475
Net surplus (deficit) for the period	0	59 386	59 386
31.12.2017	383	378 478	378 861
Net surplus (deficit) for the period	0	76 150	76 150
31.12.2018	383	454 628	455 011

Notes

Note 1 Accounting policies

General information

Basis of preparation

The annual financial statements of e-Governance Academy (hereafter also referred to as 'the foundation') have been prepared in accordance with the Republic of Estonia Accounting Act and generally accepted accounting principles (the Estonian GAAP). The main requirements of the Estonian GAAP are set out in the Estonian Accounting Act and more specific guidance is provided in the standards issued by the Estonian Accounting Standards Board.

The financial statements have been prepared on the historical cost basis unless described otherwise in these accounting policies. The financial statements are presented in euros.

Financial assets

Financial assets comprise cash, short-term investments in financial assets, trade receivables and other current and non-current receivables. When a financial asset is recognised initially, it is measured at its cost, which is the fair value of the consideration given for it. The initial cost of a financial asset comprises all transaction charges directly attributable to its acquisition.

Purchases and sales of financial assets are consistently recognised at the settlement date, i.e. at the date the assets are transferred to or by the foundation.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, current accounts, demand deposits, term deposits with a short maturity (less than three months) and units in money market funds that are not subject to a material risk of changes in market value.

Presentation of the statement of cash flows

Cash flows from operating activities are reported using the indirect method – the net cash flow from operating activities is determined by adjusting surplus or deficit on operating activities for the effects of non-cash items and changes in operating receivables and payables. Cash flows from investing and financing activities are reported using the direct method.

Foreign currency transactions and assets and liabilities denominated in a foreign currency

A transaction in a foreign currency is recorded by applying the exchange rate of the European Central Bank of the date of the transaction. At the reporting date, foreign currency monetary items are translated to euros using the closing exchange rates of the European Central Bank. Exchange gains and losses arising on translation are recognised in the statement of financial performance.

Receivables and prepayments

Trade receivables

Trade receivables comprise short-term receivables acquired in the ordinary course of the foundation's activities. Trade receivables are measured at their amortised cost (i.e. at nominal value less any repayments and impairment losses).

A trade receivable denominated in a foreign currency is recorded initially by applying the exchange rate of the European Central Bank of the date of the transaction. At the reporting date, foreign currency trade receivables are translated to euros using the exchange rates of the European Central Bank ruling at that date.

Trade receivables are assessed for impairment on an individual basis, i.e. the collectibility of each amount due under an invoice or a contract is assessed separately. When individual assessment is not practicable due to the large number of items involved, only significant receivables are assessed for impairment on an individual basis. The rest of the receivables are assessed for impairment collectively by reference to the foundation's historical experience with uncollectible items. Recovery of doubtful (impaired) receivables written down in a prior period is recognised by reducing expenses from doubtful receivables. Trade receivables whose collection is doubtful are recognised as expenses in accordance with the provisions of the Accounting Act.

Other receivables

All other receivables (accrued income, loans provided and other current and non-current receivables) except for items acquired for resale are measured at their amortised cost.

As a rule, the amortised cost of a current receivable is equal to its nominal value (less any impairment losses). Therefore, a current receivable is carried in the statement of financial position in the amount that is expected to be collectible. A non-current receivable is recognised initially at the fair value of the consideration receivable. In subsequent periods, it is measured and interest income is charged on it using the effective interest rate method. Receivables acquired for resale are measured at their fair value.

Plant, property and equipment and intangible assets

Non-current assets

In line with the materiality concept, an asset is recognised as non-current if its cost exceeds 600 euros and estimated useful life extends beyond a year.

An item of property, plant and equipment is recognised initially at its cost, which comprises its purchase price (including import duties and other non-refundable taxes) and other direct costs incurred in bringing the asset to the location and condition necessary. After initial recognition, an item of property, plant and equipment is carried at its cost less any accumulated depreciation and any impairment losses. Items of property, plant and equipment are depreciated over their estimated useful lives using the straight-line method.

In the statement of financial position, non-current assets are classified in line with the format provided in the Accounting Act. The foundation has the following classes of non-current assets:

- Property, plant and equipment, which comprises computers and equipment and other fixtures and fittings.

Where an item of property, plant and equipment consists of parts that have different useful lives, the parts are accounted for separately and assigned depreciation rates that correspond to their useful lives. Where the recoverable amount of an item of property, plant and equipment (i.e. the higher of its net selling price and value in use) declines below its carrying amount, the asset is written down to its recoverable amount.

Minimal acquisition cost 600 EUR

Depreciation of fixed assets is calculated by usually using the following depreciation rates:

- Computing equipment, 30%, 3 years
- Business equipment 30%, 3 years
- Furniture 10%, 10 years

In justified cases, different depreciation rates may be applied.

Leases

A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset to the foundation. All other leases are classified as operating leases.

The foundation as a lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charge (interest expense) and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. A leased asset is depreciated similarly to assets that are owned. When it is not sufficiently certain that the lessee will acquire the asset by the end of the lease term, the leased asset is depreciated over the shorter of its lease term and estimated useful life.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

Financial liabilities

Financial liabilities comprise trade payables, accrued expenses and other current and non-current payables and borrowings. When a financial liability is recognised initially, it is measured at its cost which is the fair value of the consideration received for it. The initial cost of a financial liability comprises all transaction charges directly attributable to its acquisition. After initial recognition, financial liabilities are measured at their amortised cost.

A financial liability is removed from the statement of financial position when it is discharged or cancelled or expires.

Vacation pay liability

Expenses related to the vacation pay liability are recognised in the period in which the liability arises. The vacation pay liability is adjusted on an annual basis – at the end of the financial year. The vacation pay earned by the employees is recognised as an expense in the statement of financial performance and a current liability to employees in the statement of financial position.

Grants and donations

The activities of e-Governance Academy are financed to a significant extent with grants and transfers.

In the statement of financial performance, the item Grants and transfers comprises specific-purpose grants and transfers – for example, the transfers received for carrying out the development cooperation projects of the Ministry of Foreign Affairs, the grants provided by Open Estonia Foundation and specific-purpose grants and transfers received from other organisations and persons.

The cash received for a project is recognised in the statement of financial position as a liability (deferred income), which is taken to revenue in proportion to the expenses incurred in the reporting period in respect of the same project or at the rate of execution of the project. When a financed activity (project) ends, the foundation has to submit to the provider of the specific-purpose grant (the donor) a report on the use of funds received. As a rule, the amount of a grant that remains unused is returned.

When the expenses of a project funded with a specific-purpose grant are incurred in the eligibility period and meet the eligibility rules but the cash to be provided by the donor has not yet been received, the expenses are recognised as project expenses in the period in which they are incurred and are taken to revenue in the same amount in accordance with the principle of matching revenues and expenses. An amount of the same size is recognised as a receivable until cash is received from the donor.

Other income comprises other project-based funding provided by donors for specific-purpose projects or training. The cash received for a project is recognised in the statement of financial position as a liability (deferred income), which is taken to revenue in proportion to the expenses incurred in the reporting period in respect of the same project or at the rate of execution of the project. Other income comprises mainly financing for short-term projects and training events.

Grants are recognised as income on a systematic basis over the periods in which the foundation recognises as expenses the costs for which the grants are intended to compensate. A grant received for compensating for expenses incurred in previous periods or which do not have any attaching conditions that have to be complied with in the future are recognised as income in the period in which the grant was provided. A grant is not recognised as income until there is reasonable assurance that the foundation will comply with the conditions attaching to the grant and the grant proceeds become receivable. In the statement of cash flows, specific-purpose grants are reported using the indirect method.

Revenue recognition

Revenue from trading activities comprises income generated by economic activities. The item also includes successful bids for public procurement projects, short-term consulting revenue and revenue from services that support the foundation's statutory activities.

Related parties

A related party is a person or a company that is related to e-Governance Academy to such an extent that transactions between them may be conducted on terms other than market terms.

Related parties include:

- 1) the founders;
- 2) the members of the executive and higher governing bodies; and
- 3) close family members of the founders and the members of the executive and higher governing bodies;
- 4) companies under the control or significant influence of all of the above persons.

Events after the reporting period

The financial statements reflect all significant events affecting the valuation of assets and liabilities that became evident between the reporting date (31 December 2018) and the date on which the financial statements were authorized for issue but are related to the reporting or prior periods. Subsequent events that are indicative of conditions that arose after the reporting date but which will have a significant effect on the result of the next financial year are disclosed in the notes to the financial statements.

Note 2 Cash and cash equivalents

(In Euros)

	31.12.2018	31.12.2017
Cash on hand, EUR	7 449	9 729
Cash on hand, foreign currencies	1 770	1 847
Cash at bank, EUR	2 108 448	3 584 182
Cash at bank, foreign currencies	197 758	646 982
Total cash and cash equivalents	2 315 425	4 242 740

Note 3 Receivables and prepayments

(In Euros)

	31.12.2018	Allocation by remaining maturity			Note
		Within 12 months	1 - 5 years	Over 5 years	
Accounts receivable	396 044	396 044			
Accounts receivables	396 044	396 044			
Tax prepayments and receivables	18 391	18 391			4
Other receivables	50 362	50 362			5
Accrued income	50 362	50 362			
Prepayments	20 000	20 000			
Deferred expenses	20 000	20 000			
Total receivables and prepayments	501 367	484 797	16 570		

	31.12.2017	Allocation by remaining maturity			Note
		Within 12 months	1 - 5 years	Over 5 years	
Accounts receivable	545 846	545 846			
Accounts receivables	545 846	545 846			
Tax prepayments and receivables	6 461	6 461			4
Other receivables	27 333	27 333	0	0	5
Accrued income	27 333	27 333	0	0	
Total receivables and prepayments	596 210	579 640	16 570		

Note 4 Tax prepayments and liabilities

(In Euros)

	31.12.2018		31.12.2017	
	Tax prepayments	Tax liabilities	Tax prepayments	Tax liabilities
Value added tax	5 185			
Personal income tax		13 415	0	11 856
Fringe benefit income tax		1 100	0	1 114
Social tax		24 407	0	22 770
Contributions to mandatory funded pension		988	0	1 038
Unemployment insurance tax		1 329	0	1 233
Other tax prepayments and liabilities		14		7
Prepayment account balance	13 206		6 461	
Total tax prepayments and liabilities	18 391	41 253	6 461	38 018

Please also see Annex 3 and 8.

Note 5 Other receivables

(In Euros)

	31.12.2018	Allocation by remaining maturity			Note
		Within 12 months	1 - 5 years	Over 5 years	
Accrued income	50 362	50 362			3
Receivables from donors	39 170	39 170			
Miscellaneous short-term receivables	11 192	11 192			
Total other receivables	50 362	50 362			
	31.12.2017	Allocation by remaining maturity			Note
		Within 12 months	1 - 5 years	Over 5 years	
Accrued income	27 333	27 333	0	0	3
Receivables from donors	12 874	12 874	0	0	
Miscellaneous short-term receivables	14 459	14 459	0	0	
Total other receivables	27 333	27 333	0	0	

Note 6 Property, plant and equipment

(In Euros)

				Total
	Computers and computer systems	Machinery and equipment	Other property, plant and equipment	
31.12.2017				
Carried at cost	66 318	66 318	50 003	116 321
Accumulated depreciation	-23 960	-23 960	-18 932	-42 892
Residual cost	42 358	42 358	31 071	73 429
Acquisitions and additions	16 141	16 141		16 141
Other acquisitions and additions	16 141	16 141		16 141
Depreciation	-19 103	-19 103	-10 001	-29 104
Other changes	-1 725	-1 725		-1 725
31.12.2018				
Carried at cost	80 734	80 734	50 003	130 737
Accumulated depreciation	-43 063	-43 063	-28 933	-71 996
Residual cost	37 671	37 671	21 070	58 741

Note 7 Operating lease

(In Euros)

Accounting entity as lessee

	2018	2017
Operating lease expenses	159 254	157 194

The operating lease cost includes the rent of office equipment, fixtures and furniture and the rent costs of office premises.

Note 8 Payables and prepayments

(In Euros)

	31.12.2018	Within 12 months	Note
Trade payables	25 892	25 892	
Employee payables	46 190	46 190	9
Tax payables	41 253	41 253	4
Prepayments received	23 040	23 040	
Deferred income	23 040	23 040	
Total payables and prepayments	136 375	136 375	
	31.12.2017	Within 12 months	Note
Trade payables	306 770	306 770	
Employee payables	34 814	34 814	9
Tax payables	38 018	38 018	4
Prepayments received	11 082	11 082	
Deferred income	11 082	11 082	
Total payables and prepayments	390 684	390 684	

Note 9 Employee payables

(In Euros)

	31.12.2018	31.12.2017	Note
Vacation pay liability	23 939	18 063	
Salaries payable	22 050	12 800	
Other payables to employees	201	3 951	
Total employee payables	46 190	34 814	8

Note 10 Grants with special terms

(In Euros)

Assets at cost

	31.12.2016	Received	Repaid	Revenue	31.12.2017
Grants for operating expenses					
Total grants for operating expenses	1 556 077	4 386 957	-9 555	-1 790 645	4 142 834
Total grants	1 556 077	4 386 957	-9 555	-1 790 645	4 142 834
	31.12.2017	Received	Repaid	Revenue	31.12.2018
Grants for operating expenses					
Total grants for operating expenses	4 142 834	1 021 421	-20 336	-2 859 772	2 284 147
Total grants	4 142 834	1 021 421	-20 336	-2 859 772	2 284 147

Note 11 Grants and donations

(In Euros)

	2018	2017
Grants and donations related to income	28 500	45 000
Specific-purpose grants and transfers for carrying out projects	3 039 316	3 228 713
Total grants and donations	3 067 816	3 273 713
Provision from state budget	866 628	589 895
Other specific-purpose grants	2 201 188	2 683 818

Monetary and non-monetary grants and donations		
	2018	2017
Monetary grant	23 000	0
Total grants and donations	23 000	0

Note 12 Other income

(In Euros)

	2018	2017
Statutory training activities	333 760	106 116
Donations	23 000	0
Other	4 700	11 835
Total other operating income	361 460	117 951

Note 13 Direct expenses of projects financed by grants and donations

(In Euros)

	2018	2017	Note
Transportation expense	34 237	27 791	
Office expense	131 100	216 688	
Travel expense	152 085	282 563	
Labor expense	874 028	1 092 702	14
Expenses on visas	62	771	
Training participants' accommodation expenses	28 149	12 783	
Other project/training execution expenses	1 922 404	1 667 504	
Total direct expenses of projects financed by grants and donations	3 142 065	3 300 802	

Note 14 Labor expense

(In Euros)

	2018	2017	Note
Wage and salary expense	1 016 304	1 020 670	
Social security taxes	261 090	250 264	
Total labor expense	1 277 394	1 270 934	
Thereof disclosed as direct expenses of projects financed by grants and donations	874 029	1 092 702	13
Average number of employees in full time equivalent units	20	21	

Note 15 Related parties

(In Euros)

Related party balances according to groups

2018	Purchases	Sales
Founders and members	123 225	0
Management and higher supervisory body and individuals with material ownership interest and material influence of management and higher	380	7 700
2017		
	Purchases	
Management and higher supervisory body and individuals with material ownership interest and material influence of management and higher		1 200

Remuneration and other significant benefits calculated for members of management and highest supervisory body	2018	2017
Remuneration	118 609	189 665