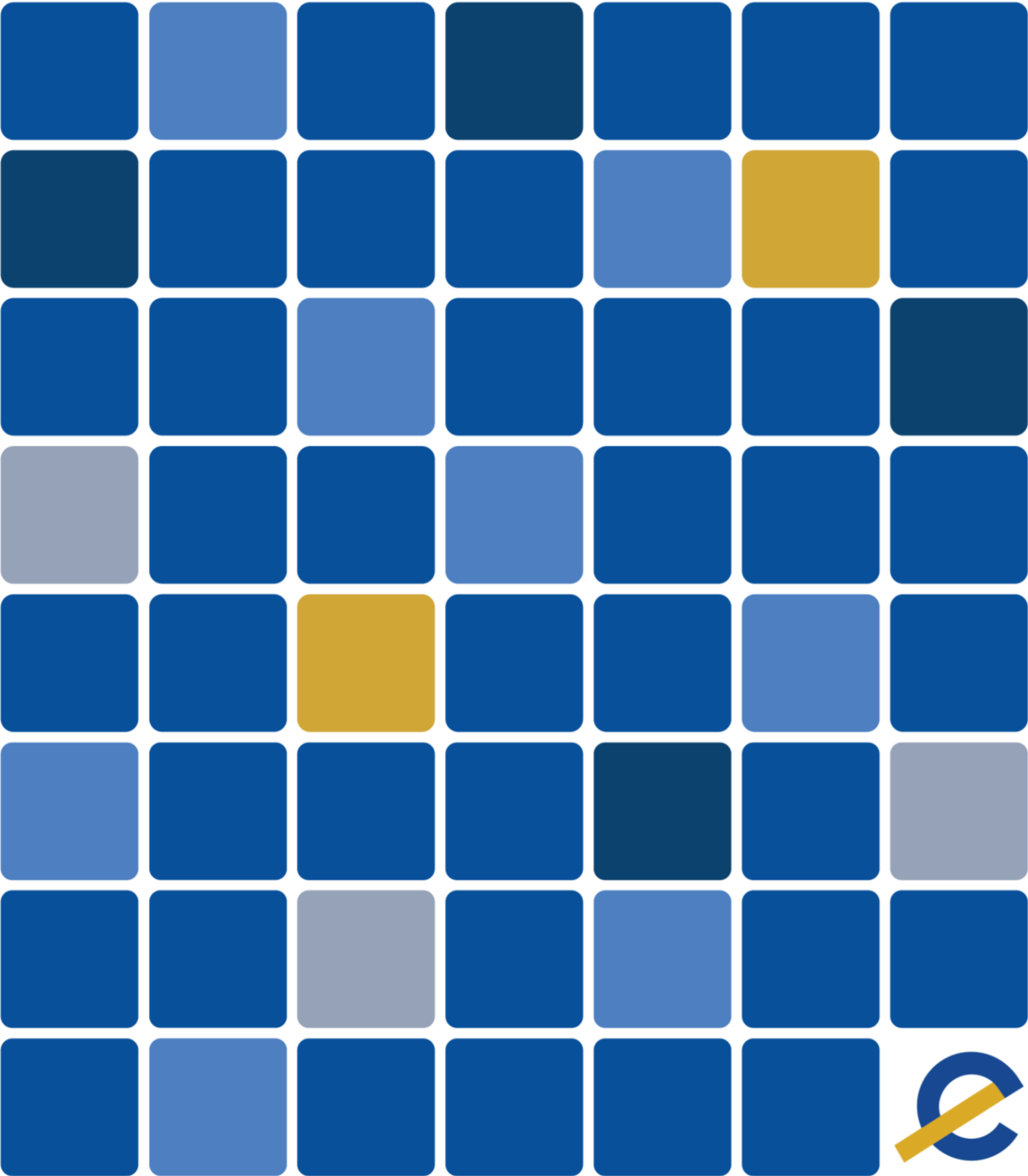


2025

CONSOLIDATED
ANNUAL ACTIVITY
REPORT





European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of freedom, Security and Justice (eu-LISA)

Consolidated Annual Activity Report 2025

Adopted by the eu-LISA Management Board on 17-18 June 2026

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About this report

eu-LISA's Consolidated Annual Activity Report reflects the Agency's commitment to transparency and accountability by presenting a structured overview of progress made with implementing its 2025 work programme and achieving the objectives outlined in the Single Programming Document 2025–2027. It provides assurance to stakeholders — EU institutions, Member States and the EU citizens — that the Agency is delivering its mandate and making efficient use of allocated resources to meet its strategic goals.

The report has been prepared in accordance with the guidelines established by the European Commission for all EU agencies, and in compliance with Article 48 of eu-LISA Financial Rules.

Find out more about eu-LISA:





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ACRONYMS AND ABBREVIATIONS

IT systems and communication infrastructure		Other	
AFIS	automated fingerprint identification system	ACFC	Audit, Compliance and Finance Committee
API	advance passenger information	BCU	backup central unit
CCP	comprehensive cloud platform	CEPOL	EU Agency for Law Enforcement Training
CIR	common identity repository	CU	central unit
CRRS	central repository for reporting and statistics	ECA	European Court of Auditors
CSLR	Central System for Yellow Link Resolution	EDPS	European Data Protection Supervisor
CSP	common shared platform	EIO	entry into operation
DubliNet	Dublin electronic communications network	EMAS	EU Eco-Management and Audit Scheme
e-CODEX	e-Justice Communication via Online Data Exchange	eu-LISA	EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
ECRIS	European Criminal Records Information System	EUAA	EU Agency for Asylum
ECRIS RI	ECRIS reference implementation	EUAN	European Union Agencies Network
ECRIS-TCN	ECRIS on third-country nationals and stateless persons	Europol	EU Agency for Law Enforcement Cooperation
EES	Entry/Exit System	Frontex	European Border and Coast Guard Agency
ESP	European search portal	FSA	final system acceptance (verification period after entry into operation)
ETIAS	European Travel Information and Authorisation System	IAC	eu-LISA's Internal Audit Capability
Eurodac	European Asylum Dactyloscopy Database	IAS	Commission's Internal Audit Service
EU VAP	EU Visa Application Platform	ICF	internal control framework
IO	interoperability	JHA	justice and home affairs
JITs CP	Joint Investigation Teams collaboration platform	JHAAN	JHA Agencies Network
MID	multiple-identity detector	JRC	Commission's Joint Research Centre
PNR	passenger name record	OLAF	European Anti-Fraud Office
Prüm	central router for automated data exchange in the area of police cooperation	SPD	single programming document
sBMS	shared biometric matching service	SLA	service-level agreement
SIRENE	Supplementary Information Request at the National Entries	TEF	transversal engineering framework
SIS	Schengen Information System	TOF	transversal operations framework
TESTA-ng	Trans European Services for Telematics Between Administrators – new generation		
TESTA-EIRIS	Enhanced Infrastructure for Reliable Interconnectivity and Security		
VIS	Visa Information System		

eu-LISA IN BRIEF



Our **mission** is to support the EU and the Member States in their efforts to keep Europe open and secure through **advanced technology**.



Our **vision** is to provide innovative and practical solutions for the EU's evolving needs while **driving digital transformation** in the area of justice and home affairs.

eu-LISA supports the implementation of the EU's justice and home affairs (JHA) policies with a focus on external borders, visas, internal security, migration and asylum, and justice:



Effective, secure, and uninterrupted operation of the systems that facilitate information exchange between relevant authorities across Europe.



Development of systems and the interoperability architecture to enhance border management and the internal security of the Schengen area.



24/7 operational management and high-quality support to ensure stable service and high-quality performance.



Training on technical use of the systems in line with end-user needs and identified knowledge gaps.



Innovation and technology monitoring to provide state-of-the-art expertise to its key stakeholders.



Statistical and system reports on the use and technical functioning of the JHA information systems under its remit.

Committed to transparency and accountability, eu-LISA operates in strict **compliance** with applicable law, service-level agreements, **data protection** requirements, and rigorous **security standards**.



Values that guide our work: accountability, transparency, excellence, continuity, teamwork, and customer focus.

Locations:



Seat of the Agency¹:
Tallinn, Estonia



Liaison Office:
Brussels, Belgium



Operational site:
Strasbourg, France



Backup site:
St. Johann im Pongau, Austria

¹ Including operational management of the e-CODEX.

JHA SYSTEMS AND DIGITAL SOLUTIONS

Asylum, migration, and borders		Eurodac European Asylum Dactyloscopy database Determining the Member State responsible for examining asylum applications, identifying persons apprehended for unlawful border crossings and unauthorised stay.	 2003  2013
		SIS Schengen Information System Information exchange through alerts on wanted or missing persons and objects, together with instructions for competent national authorities.	 1995  2013
		Prüm central router Automated data exchange for police cooperation between the Member States.	 [2027]
EU internal security and borders		API-PNR router advance passenger information and passenger name record Connecting point between Member States and air carriers for the collection and transfer of API-PNR and PNR data.	 [2029]
		VIS Visa Information System Processing of visa applications and the management of short-stay visas for third country nationals (TCNs) travelling to or transiting through the Schengen area.	 2011  2012
		EES Entry/Exit System Monitoring of authorised stays and identifying possible overstayers through electronic registration of all third-country nationals entering and exiting the Schengen area.	 2025
Schengen, borders, and visa		ETIAS European Travel Information and Authorisation System Pre-travel authorisation for advance identification of potential security, irregular migration or high epidemic risks that may give grounds for denying entry of a third-country national to the Schengen area.	 [2026]
		EU VAP EU Visa Application Platform Digital platform to support visa requests by third country nationals.	 [2028]
		ECRIS RI European Criminal Records Information System – reference implementation Information exchange between Member States on criminal records of EU citizens, as well as nationals of other countries.	 2012  2020
Justice cooperation		e-CODEX e-Justice Communication via Online Data Exchange Secure transmission of electronic content between judicial authorities and legal professionals in cross-border judicial proceedings.	 2013  2024
		ECRIS-TCN European Criminal Records Information System – third-country nationals Electronic information exchange on the criminal records of third-country nationals and stateless persons.	 [2026]
		JITs CP Joint Investigation Teams collaboration platform Cross-border platform to exchange information and evidence in investigations and prosecutions between European judicial and law enforcement authorities, relevant EU agencies, and the European Anti-Fraud Office (OLAF).	 [2026]
Inter-operability		Shared biometric matching service (SBMS) for cross-matching of biometric data across all JHA systems,	 2025
		European search portal (ESP): a single-search window to streamline searches across all JHA systems managed by eu-LISA	 [2026]
		Common identity repository (CIR) for the correct identification of third-country nationals (biographical and biometric data)	 [2026]
		Multiple-identity detector (MID) for uncovering multiple identities and combatting identity fraud	 [2027]
	Central repository for reporting and statistics (CRRS) for generating cross-system aggregated anonymous statistical reports.	 [2026]	
	 in operation  managed by eu-LISA since  in development [expected start of operations]		



MANAGEMENT BOARD'S ANALYSIS AND ASSESSMENT

The Management Board reviewed the Consolidated Annual Activity Report and assessed the Agency's performance against the objectives of the annual work programme 2025.²

The Management Board:

- **highlights** eu-LISA's essential support to EU policies in the areas of border control, visas, migration and asylum, and e-justice,
- **considers** that the Agency continued to fulfil its mandate effectively while working in parallel on many interrelated activities and notes the volume and the complexity of the Agency's operations,
- **supports** eu-LISA's continued efforts to ensure stable and uninterrupted availability of the EU information systems and thereby contributed to the efficient functioning of the Schengen area,
- **congratulates** the Agency for the entry into operation of the first interoperability component – VIS for EES and sBMS in May, and the start of operation of the EES in October 2025,
- **emphasises** the Agency's commitment in 2025 to ensure timely entry into operation of the new Eurodac in June 2026 for key functionalities,
- **regrets** that the collaboration platform for joint investigation teams did not enter operation in December 2025,
- **notes with concern** delays with implementing ECRIS-TCN and emphasises the importance ensure its technical readiness in 2026,
- **supports the revised** roadmap for interoperability roadmap for 2027-2028 period,
- **stresses** the importance of the whole interoperability infrastructure in enhancing security in Europe,
- **takes note** of the results and recommendations of the Commission's external evaluation of eu-LISA and underlines the importance of addressing identified improvement areas through appropriate actions,
- **welcomes** the Agency's efforts to increase the in-house capabilities and reduce dependency from contractors, strengthen its compliance and incorporate new technological innovations, and cloud capabilities,
- **underlines** the quality and timeliness of the support provided by the Agency to the Member States and the European Commission, and appreciates the efforts undertaken by the Agency to maintain transparency, accountability and effective cooperation,
- **expresses satisfaction** with the level of execution for 2025 commitments and payments appropriations, and welcomes the support received from the EU budget in the global transfer exercise,

² Article 19(1)(t) of eu-LISA establishing Regulation (EU) 2018/1726.

- **recognises** the efforts to improve the occupancy rate and accelerate recruitments,
- **welcomes** the Agency's sourcing strategy and stresses the importance of its implementation,
- **praises** the Agency on achieving overall 98% implementation rate for audit recommendations, reflecting the Agency's commitment to accountability and continuous improvement,
- **underlines** the importance to ensure the highest level of information security and data protection of the IT systems under its mandate, in full compliance with data protection requirements and security standards,
- **emphasises** the importance to ensure the timely implementation of recommendations from the EDPS,
- **acknowledges** clean opinions of the Court of Auditors on eu-LISA's 2024 accounts.

The Management Board believes that this report provides sufficient assurance that, despite challenges hindering adherence to demanding implementation schedules, eu-LISA endeavoured to implement its mandate and effectively used its financial and human resources for the purposes set out in eu-LISA's annual work programme for 2025.

The Management Board, taking into consideration the information provided in this report:

- supports the Agency in its continuous efforts to deliver the interoperability architecture,
- recognises the interdependencies between the Agency's work for the central systems and the Member States at the national level, and emphasises improving mutual understanding, transparency and coordination with the Member States, the European Commission and other EU Agencies to ensure the delivery of new systems,
- underlines the importance of the new Eurodac,
- encourages the Agency to continue reducing its dependency on external contractors and build internal capacities,
- emphasises the considerable pressure on eu-LISA's staff working on complex projects, and further emphasises the importance for eu-LISA to continue increasing its occupancy rate,
- urges the Agency to ensure reliable activity based multiannual budget planning, monitoring and reporting,
- emphasises the need to ensure eu-LISA is provided with the adequate resources to implement its growing mandate,
- recommends to the Agency to continue addressing underlying issues highlighted by the Court of Auditors in the procurement and contract management area,
- acknowledges the importance of ensuring sufficient data centre capacity in CU and BCU for the efficient and sustainable deployment and management of both new and already existing IT systems, while continuing to guarantee the uninterrupted availability and timely evolution of all systems under its remit.

The Management Board extends its gratitude to the Agency's former Executive Director *ad interim*, Marili Männik, to eu-LISA's management, and its entire staff for their commitment and efforts throughout this immensely challenging effort.

Rene Vihalem,
Chair of the Management Board



FOREWORD BY EXECUTIVE DIRECTOR

In 2025, eu-LISA made significant progress in supporting the EU's vision of integrated digital border management across the Schengen Area and the European Union.

- In May, we launched the first component defined in the Interoperability Regulations – the shared Biometric Matching Service (sBMS) to strengthen identity checks across borders.
- The subsequent progressive roll-out of the Entry/Exit System (EES) in October marked a decisive step toward closing a long-standing gap in EU border control.
- Connecting these systems with the Visa Information System (VIS) further optimises visa data exchange across the Schengen Area.

These achievements are the direct result of years of dedicated preparation and deep collaboration.

Alongside these major milestones, 2025 also brought valuable insights and clear opportunities to improve our processes, strengthen cooperation, and advance the next steps on our interoperability roadmap. While work is ongoing for the technical readiness of the European Criminal Records Information System for third-country nationals (ECRIS-TCN) and the entry into operation of the Joint Investigation Teams (JITs) collaboration platform, we remain committed to their seamless implementation.

Taking office as Executive Director on 1 October 2025, I arrived at a crucial moment for both the Agency and its stakeholders. This role has greatly deepened my appreciation for the sheer scale and complexity of the work carried out across eu-LISA. These successes are, above all, a collective effort. Behind every system, milestone, and technical achievement are the people who make them possible. I extend my deepest gratitude to the eu-LISA staff – your dedication, hard work, and professionalism are the foundation upon which we build reliable digital solutions for a safe, secure, and open Europe.










Today, our systems play an increasingly vital role in supporting Member States authorities in their daily work, reinforcing security and cooperation across Europe. Ensuring secure, reliable, and highly available solutions is directly tied to public safety and institutional trust. For this reason, I also want to thank the Member States, the European Commission, and our partner agencies. Your expertise and steady support remain indispensable as we navigate complex policy frameworks, security challenges, and evolving technological needs.

We can be proud of the momentum we have achieved together in 2025.

Tillmann Keber,
Executive Director

EXECUTIVE SUMMARY

Throughout 2025, the Agency continuously demonstrated its resolute commitment and reliability as a partner for the European institutions and the Member States, contributing to the implementation of relevant policies in the area of justice and home affairs (JHA), while also ensuring the safety and integrity of the technologies deployed.

	Entry into operation of sBMS for VIS and EES		Progressive entry into operation of EES		VIS connected with sBMS and EES
	New Eurodac central system releases and web user interface		Major upgrade of ECRIS RI with ECRIS-TCN integration		High-level conference on EU's strategic autonomy
	EMAS certification		98% overall audit recommendations implementation rate		100% budget implementation rate

ACHIEVEMENTS OF THE YEAR



PRIORITY: ENSURING EFFICIENT OPERATION AND IMPLEMENTATION OF THE EU'S JHA INFORMATION SYSTEMS ENTRUSTED TO EU-LISA

Effective and continuous maintenance

eu-LISA's main objective is to ensure effective, secure and continuous operation of systems under its mandate, providing system end-users (i.e., national authorities and EU agencies) with uninterrupted availability and continuity, as well as proactive and high-quality operational support.

The Agency ensured the stable operation of the EU's core JHA systems: the Schengen Information System (SIS), the Visa Information System (VIS), the European Asylum Dactyloscopy Database (Eurodac), the European Criminal Records Information System reference implementation (ECRIS RI) and e-CODEX (e-Justice Communication via Online Data exchange). Since May 2025, the Agency provided operational maintenance for the shared Biometric Matching Service (sBMS) and since October for the Entry/Exit System (EES).

The systems performed in compliance with the respective service-level targets, except for temporary short-term unavailability, with SIS at 99.92% availability, VIS at 99.78%, EES at 98.13%, Eurodac at 99.97%, e-CODEX at 99.90% and sBMS at 100%. eu-LISA also ensured the effective operational management of the underlying infrastructure, networks and services, complemented by 24/7 end-user support services for the EU's JHA community.

Upgrades and evolutions

eu-LISA also continued delivering required evolutions to ensure continuous system improvement, completing requirements analysis and high-level designs for several major SIS evolutions (including new information alert and capacity increase) and continued with the implementation of the Revised VIS.

To ensure the timely entry into operation of the new Eurodac by 12 June 2026 – a critical precondition for implementing the EU's Pact on Migration and Asylum, the several central system releases and the web user interface were delivered, as well as provision of the technical specifications for the Member States. In 2025, the Agency also progressed with the implementation of the screening regulation, completing the requirements analysis for screening authorities' access to SIS, querying of VIS and ETIAS, with the analysis ongoing for the EES and ECRIS-TCN requirements.

The Agency set up a pre-production environment on the common shared platform to host new core business

systems, enabling faster and more aligned testing, and the validation and deployment of applications. eu-LISA reached an important milestone by connecting with the EuroDomain and common cloud platform, enabling for the EuroDomain end-users to access the cloud-based testing environment, enabling faster environment setup, shifting focus from hardware configuration to testing application features, which overall will result in speedier development of new systems.

In parallel, the Agency continued optimising its network infrastructure to improve the connectivity and performance of existing and new systems, while reducing the maintenance cost and time, and ensuring sustainable power consumption and lowering environmental footprint.

New systems and interoperability readiness

eu-LISA also continued developing several new IT systems, together with the new interoperability architecture for the JHA domain. In 2025 the Agency achieved three highly significant milestones for the Schengen area and European Union:

- **entry into operation of sBMS** for VIS on 19–20 May 2025, which represents a significant development in the EU's approach to biometric data management, by centralising the biometric matching and thus improving identity checks across at the borders,
- **progressive entry into operation of EES** on 12 October 2025 with Member States starting gradually connecting their national border infrastructures to the EES central system,
- **launch of VIS connection with sBMS** on 19–20 May 2025 and **with EES** on 12 October to provide stable and scalable visa data exchange across the Schengen Area.

Together these represent a major step towards digital integrated border management, setting a strong foundation for the implementation of the interoperability roadmap.

In July 2025, the Agency deployed the static part of the EES and ETIAS public website – Travel to Europe, which provides useful information on the new rules for international travellers headed to Europe – an important milestone for EES and ETIAS. The Agency also continued implementing the European Travel Information and Authorisation System (ETIAS) and successfully launched the compliance testing to validate core functionalities.

Concerning the justice domain, the Agency completed a major ECRIS RI upgrade in November 2025, delivering to end-users the latest version of the software for secure network connection. The upgrade also enables integration with the future ECRIS-TCN and is a precondition to start the data load. However, while the compliance testing with the Member States started for the European Criminal Records Information System on third-country nationals and stateless persons (ECRIS-TCN), the technical readiness was not yet finalised in 2025. In addition, the Joint Investigation Teams collaboration platform did not yet enter into operation as planned in December 2025.

New digital solutions

eu-LISA also continued developing several new digital solutions that will further fortify the existing IT architecture supporting the proper functioning of the Schengen area. In particular, the Agency created the first version of the conceptual architecture for the Prüm router, demonstrating to the Member States its main functional components and interactions, and formally launched the implementation of the API-PNR router, with the initial design and the high-level analysis of the requirements.

In addition, eu-LISA continued to deliver on its other statutory tasks, such as providing user technical training to Member States on the systems, compiling the lists of designated authorities, and preparing systems' annual statistics and performance reports.



PRIORITY: RAISING THE AGENCY'S PERFORMANCE IN TERMS OF COMPLIANCE

In 2025, the Agency remained on track with the effective implementation of audit recommendations, reaching an overall implementation rate of 98%. To improve efficiency in this area, eu-LISA deployed a new audit management tool, enabling end-to-end management of audit activities for improved compliance. To strengthen and enhance the efficiency and effectiveness of its internal control system, the Agency assessed its Internal Control Framework and delivered its Annual ICF Assessment Report.

In parallel, eu-LISA continued strengthening its financial controls, together with the budget forecasting and monitoring process by introducing a new set of tailored dashboards and analytics to improve the financial

reporting for the Management Board and its Audit, Compliance and Finance Committee (ACFC). In 2025, the Agency consumed its assigned budget, including the increase due to the budget amendment at the end of the year, reaching 100% execution rate for commitments and payments.

To further strengthen the procurement process, the Agency defined a procurement strategy to monitor the execution of the operational planning and ensure seamless transition from existing contractual arrangements. As a result of its continuous efforts in improving the quality of its contract management, the Agency received a clean opinion from the European Court of Auditors (ECA) on the 2024 financial year.

The European Commission finalised the external evaluation of the Agency. To address the 11 recommendations, the Agency has drafted an action plan, consolidating ongoing and planned actions across several areas, in line with existing audits and other improvement initiatives (see section 2.12).

The Agency also continued to ensure the highest levels of information security and data protection in full compliance with data protection requirements and rigorous security standards. In particular, eu-LISA delivered the cybersecurity risk assessment and continued enhancing the security posture of all IT systems under its remit.



PRIORITY: FOSTERING STAFF ENGAGEMENT BY MAKING THE AGENCY A GREAT PLACE TO WORK TO ATTRACT AND RETAIN NEW TALENT

In February, eu-LISA updated its organisational structure to ensure the better delivery of its mandate and strategic objectives, to foster efficiency and enhance compliance. In parallel, the Agency adopted a Sourcing Strategy to clarify the sourcing options, address future workforce needs, and progressed with defining the human resources (HR) strategy, identifying strategic areas to serve as the foundation for aligning HR actions with eu-LISA's evolving needs, and ensuring cohesive, forward-looking approach to managing and developing our talent.

Moreover, eu-LISA **inaugurated the new ASPIRE office in Strasbourg** and in parallel, started phasing-out its Platon building in the Illkirch-Grafenstaden district. **eu-LISA's Liaison Office** in Brussels also moved into new premises.



PRIORITY: BE FIT FOR THE FUTURE, ENHANCING TECHNOLOGIES AND INNOVATION

In January 2025, to address critical infrastructure challenges at eu-LISA's technical sites, the Management Boards adopted the Agency's first Hybrid Multi-Cloud Strategy, paving the way to hosting non-production environments in cloud infrastructure for immediate capacity relief, improved scalability, accelerated infrastructure delivery and speedier development.

Following the adoption of the 'Software Factory' Strategy in March 2025, the Agency continued scaling up its Software Factory initiative to improve the internal delivery of its projects, adopt new technologies, standardise methodologies, accelerate agile practices, enhance internal technical expertise and build a culture of continuous improvement, allowing to reduce the dependency on external vendors for new developments. The Agency's particular focus was on scaling up the new Eurodac and start a second pilot with the Prüm router implementation. Moreover, the Agency established a new Technology Committee and appointed a Chief Technology Officer to provide strategic guidance and strengthen technology management for improved technology selection, in line with the regulatory requirements (e.g., data protection, the AI Act, cybersecurity standards) on adopting appropriate technologies.

To ensure resilience and availability of the EU JHA systems, eu-LISA installed a **containerised modular data centre** (MDC2.1, a flexible and scalable solution that does not require any new construction), improving storage and processing capacity without increasing the carbon footprint.

In addition, eu-LISA made efforts to improve its energy performance and reduce its environmental footprint. After undergoing external audit for EMAS certification, eu-LISA was officially awarded the EMAS certificate in April 2025, confirming the good level of its environmental management system, strengthened with environmental monitoring solutions. To raise awareness about its environmental performance, eu-LISA published its Sustainability Report 2024, for the second year.

To ensure the continued evolution of the JHA information systems, eu-LISA monitors research, and organises

outreach activities with the industry and academia to foster innovation and digitalisation. In July, eu-LISA published a technology brief on cloud computing technologies, to provide an overview of relevant technologies for eu-LISA and its stakeholders. eu-LISA also continued the active collaboration with the EU Innovation Hub for Internal Security, by chairing its cluster on biometrics and coordinating the preparation of a policy brief on the independent evaluation of biometric technology in the EU.

The Agency also hosted its annual industry roundtable event to promote exchange of views, and showcase innovative technologies, products and services, to address the needs and capability gaps of Member States. In June 2025, eu-LISA held its annual Industry Roundtable in Warsaw, Poland, under the title 'Building Better Government Software at Scale – Agile, DevSecOps and Software Factories', to explore modern approaches to software development in the public sector.

On 1 October 2025, eu-LISA organised its high-level conference on the role of sovereign technologies in EU's security, bringing together EU institutions, national authorities, industry, and academia to discuss the interplay between technology, rule of law, autonomy, and digital skills essential for EU's security and sovereignty and eu-LISA's role in the context of the EU's quest for strategic autonomy.



PRIORITY: CONSOLIDATE THE AGENCY'S GOVERNANCE AND RELATIONS WITH ITS KEY STAKEHOLDERS

eu-LISA continued to support the Member States, the Commission and EU agencies on the development and evolution of JHA information systems under its remit, including chairing and supporting Advisory Groups and Programme Management Boards. Following the entry into operation of EES, the Agency handed over the chairmanship of the EES part of the EES-ETIAS AG to a Member State. The Agency also established new governance bodies for Prüm router, API-PNR-PNR router and EU Visa Application Platform.

eu-LISA collaborated with the Member States, Schengen Associated countries, EU agencies and institutions bilaterally and networks, such as the JHA Agencies Network (JHAAN) and the EU Agencies Network (EUAN), to share technical expertise, enhance efficiency and synergies. The Agency worked on renewing cooperation agreements with relevant Agencies and maintained close cooperation with the Member States holding the rotating Presidency of the Council of the EU – Poland and Denmark.

MANAGEMENT AND INTERNAL CONTROL ASSESSMENT

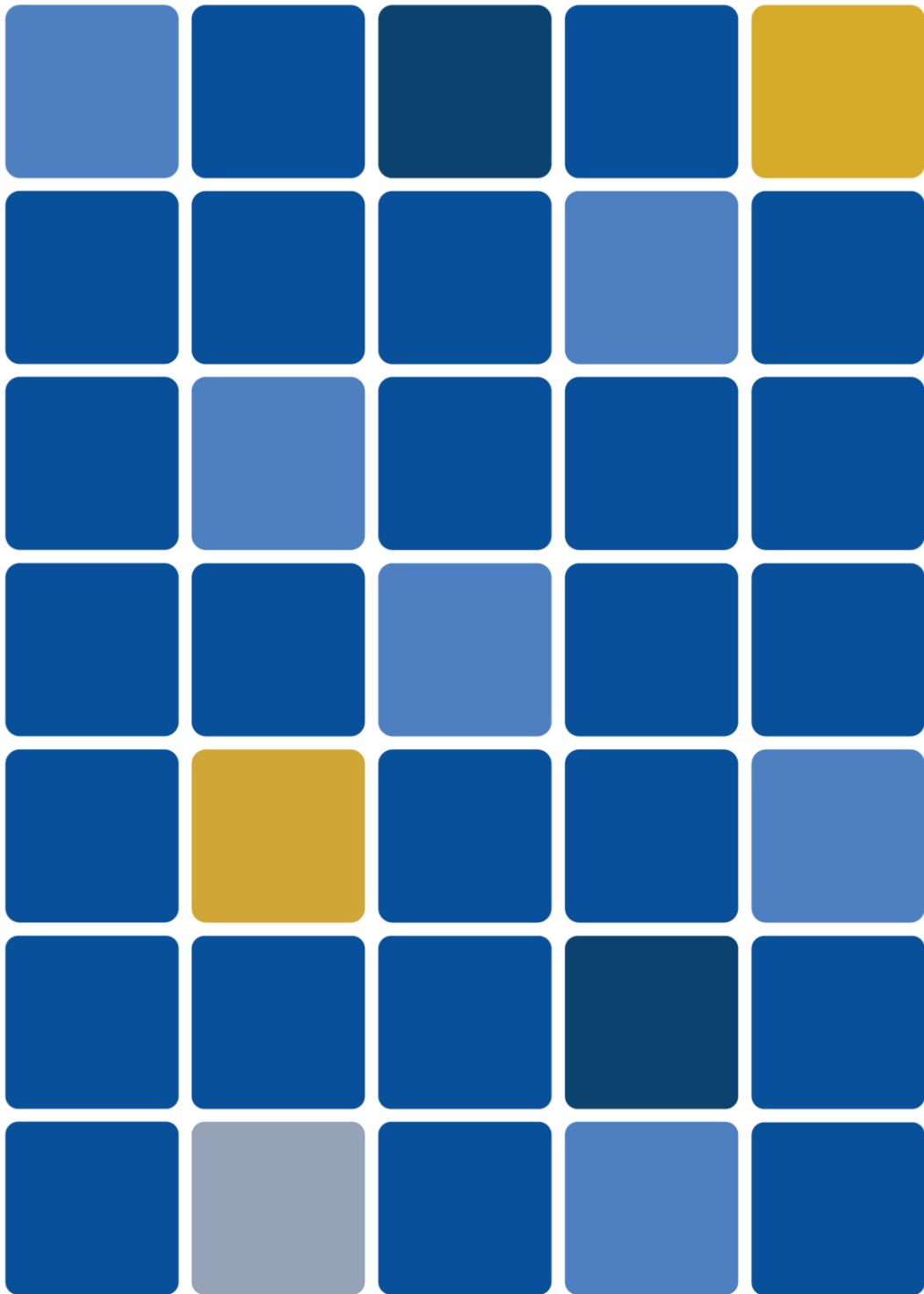
The second and third parts of this report provide an overview of the Agency's management in 2025, including the summary of the annual internal control framework (ICF) assessment report, the summary overview of audits, and follow-up on observations from the discharge authority.

The Agency is developing a complex set of intricate large-scale IT systems and is evolving in a dynamic environment that requires agility, while ensuring compliance with the EU rules. These circumstances create additional challenges and pressure on the Agency's work and its organisation.

The 2025 ICF assessment report concluded that the eu-LISA's internal control system is present, functioning and effective, although some improvements are still needed. Various audits, including by the European Court of Auditors (ECA), have also pointed out areas for improvement. Throughout 2025, the Agency continued making improvements in identified deficiency areas, focusing on the contract management of operational programmes and projects. eu-LISA also made efforts to close open audit recommendations in the most effective way.

1

ACHIEVEMENTS



PART I: ACHIEVEMENTS

This report presents a structured overview of the progress made in implementing the Agency’s annual work programme 2025 and achieving the objectives outlined in its Single Programming Document 2025–2027. The report aims to provide assurance to eu-LISA stakeholders—EU institutions, Member States and the EU citizens—that the Agency is systematically and consistently committed to its mandate and is efficiently using the allocated resources to meet its strategic goals.





eu-LISA continued its efforts to contribute to a fully functioning and resilient Schengen area for the benefit of European citizens. Since all JHA systems managed by the Agency support the implementation of EU policies in the areas of border management, visas, migration and asylum, and contribute to combating organised crime and terrorism, their continued evolution and maintenance are of critical importance to the EU and eu-LISA.

To that end, the Agency continued with upgrading existing IT systems and developing several new ones, together with the overarching interoperability architecture for the JHA domain, intended to transform border management through digitalisation, delivering an integrated intelligent approach for Europe’s internal security, while providing a seamless experience for international travellers heading to the Schengen area.




Furthermore, the new digital solutions being developed by eu-LISA contribute to the ongoing modernisation of judicial systems across Europe, while also improving the efficiency of cross-border investigations and prosecutions. In conjunction with driving the digitalisation of the JHA domain, the Agency also focused on cybersecurity and combating threats in the cyber domain, by making the necessary preparations for obligations stemming from new EU regulations on information security and cybersecurity.

As the EU agency responsible for the operational management and development of JHA information systems, eu-LISA continued to serve as a key partner to its stakeholders by delivering state-of-the-art expertise through proactive cooperation and information exchange with EU institutions, agencies, and Member States. In this context, the new executive director of eu-LISA, Mr. Tillmann Keber officially took office on 1 October 2025.

Progress markers:

-  **Task or project delivered as planned:** objectives and milestones achieved
-  **Task or project delivered partially:** objectives and milestones partially achieved; activity started, but merged with another, cancelled, deprioritised, or put on hold
-  **Task or project delayed or not delivered:** objectives and milestones not achieved
-  **Other:** activity did not start

Performance indicators’ markers:

-  **Target has been achieved** as planned in required scope.
-  **Target has been partially achieved** with achievements slightly below the intended target.
-  **Target has not been achieved** with the results considerably under the intended target.

1.1. INTERNAL SECURITY AND LAW ENFORCEMENT COOPERATION³

SCHENGEN INFORMATION SYSTEM (SIS)

SIS is a system for internal security and border management set up as a compensatory measure for the lifting of internal borders in the Schengen area. It enables the exchange of alerts on wanted or missing persons and objects, together with instructions for competent national authorities to fight cross border crime and terrorism. SIS supports effective management of the EU’s external borders and strengthens internal security.



Supported secure and border-free Europe for 30 years



Updated SIRENE Bureaux data exchange standard



Improved biometric functionality, system, and query performance

OPERATIONAL MANAGEMENT

The Agency ensured the **effective and continuous operation** of the SIS central system, including its biometric functionality (AFIS – automated fingerprint identification system), providing **uninterrupted availability** and high-quality operational support to end-users (i.e. national authorities and EU agencies).

The Agency **enhanced central system’s** biometric functionality, performance, and query efficiency.

UPGRADES AND EVOLUTION

eu-LISA defined the business processes, functionalities and overall architecture of upcoming evolutions supporting **continuous improvement** (e.g., information alert and interoperability connections) and began developing component-level technical specifications.

To modernise the infrastructure, reduce future maintenance costs, improve performance and business continuity, the Agency **migrated the SIS core database to a new platform**.

The Agency also coordinated **SIRENE Bureaux data exchange standard update** for end-users (Member States and Europol).

INTEROPERABILITY READINESS

The Agency continued establishing the **connection with ETIAS** to enable automated searches for assessing the applicant’s right of entry, as well as other services to system end-users. Particularly, the Agency completed isolated testing of the related interconnection component, confirming successful notifications exchange.

KEY PERFORMANCE INDICATORS



99.92 % AVAILABILITY

No critical incidents, unavailability due to maintenance.



99.50 % RESPONSE TIME

Minor performance deviations.

Source: SLA and monthly service reports, central system availability report.

DATA STORED AND OPERATIONS



94.6 million ALERTS IN DATABASE

▲ 2 % vs 2024
2 million alerts on persons
92.6 million alerts on objects



17.7 billion SEARCHES

▲ 18 % vs 2024
99.93% alphanumeric searches
0.07% biometric searches

³ Note on structure: The thematic grouping of systems is intended to support clarity and ease of reading. However, it does not fully reflect the complex relationships between systems or their contributions across multiple policy areas. Many systems support several operational domains simultaneously, and their impact often extends beyond the boundaries of a single chapter (e.g., SIS contributes to border management and migration, API to border management, Eurodac also supports border management). This structure should therefore be seen as a narrative aid rather than a strict classification of system roles.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Operational management	
Effective and continuous operation of the central system (including AFIS), uninterrupted availability, efficient performance, and high-quality support for end-users.	
<p>✔ SIS and AFIS maintenance business as usual</p>	<ul style="list-style-type: none"> — delivered maintenance releases, — renewed end-of-support hardware and software components, — conducted data consistency checks.
<p>✔ SIS support to end-users business as usual</p>	<ul style="list-style-type: none"> — provided operational support during deployment of new releases, — supported test and qualification campaigns.
Upgrades and evolutions	
Delivery of system evolutions supporting continuous improvement.	
<p>✔ SIS application management and analytics tool project: 2026 (incl. FSA)</p>	<ul style="list-style-type: none"> — completed requirements analysis and high-level design⁴, — started low-level design.
<p>ⓘ SIS central system migration to CSP project: 2026 (FSA in 2027) [pending financial decision]</p>	<ul style="list-style-type: none"> — completed requirements analysis and high-level design, — finalised feasibility study and business case, — finalisation postponed due to the resource constraints.
<p>ⓘ SIS Recast continuation project: [pending legal base]</p>	<ul style="list-style-type: none"> — supported preparation of secondary legislation for high-value objects, — contributed to the Commission's report of the Facial Image Recognition, — finalisation postponed due to the pending adoption of the legal base.
<p>ⓘ SIS capacity increase project: 2027 (FSA 2028) [pending financial decision⁵]</p>	<ul style="list-style-type: none"> — completed requirements analysis and high-level design, — finalisation postponed due to the resource constraints.
<p>✔ SIS evolutions project: 2025–2026⁶</p>	<ul style="list-style-type: none"> — finalised migrating SIS core database (January 2026), — screening: completed requirements analysis on direct access for screening authorities, analysis ongoing for optional access via ESP, — information alert: completed design and started testing activities.
Interoperability readiness	
Connection with ETIAS, VIS and interoperability components (ESP, MID, sBMS) and CRRS.	
<p>✔ SIS connection with interoperability components project: 2027 (FSA in 2028)</p>	<ul style="list-style-type: none"> — completed requirements analysis and high-level design, — ongoing low-level design.
<p>✔ SIS connection with ETIAS project: 2026 (FSA in 2027)</p>	<ul style="list-style-type: none"> — completed requirements analysis, high- and low-level design, — moved interconnection component to CSP, — completed isolated testing, started partial business testing with Member States.
<p>✔ SIS connection with Revised VIS project: 2027 (FSA in 2028) new date: 2028 (phase 1, FSA in 2029)</p>	<ul style="list-style-type: none"> — completed requirements analysis and high-level design, — started low-level design.

AUTOMATED DATA EXCHANGE FOR POLICE COOPERATION (PRÜM ROUTER)

The Prüm central router will modernise and strengthen the existing Prüm framework by enabling faster and more systematic data exchange between Member State law enforcement authorities and Europol, improving combatting cross-border crime. It will replace current bilateral connections between

⁴ High-level design defines business processes and overall architecture; low-level design specifies component-level technical details and implementation.

⁵ Including improving data management operations. The Agency merged binary performance increase with SIS integration with sBMS.

⁶ Delivery date for information alert is 2026 (FSA in 2027) and for screening requirements 2026 (incl. FSA).

national databases with a central router, providing the foundation for a new architecture to expand the exchanges of DNA profiles, fingerprints, and facial images.



Started development of the router



Delivered first version of the conceptual architecture

IMPLEMENTATION

eu-LISA started the software design and created the **first version of the router's conceptual architecture**, demonstrating its main functional components and their interactions to the Member States. In September, the Agency started the iterative agile **development of the first minimum viable product** containing basic routing functionality without biometrics processing.⁷

PROJECT IMPLEMENTATION



COST

No deviation.



SCHEDULE

No deviation.



SCOPE

No deviation.

Source: SLA and monthly project reports

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Implementation

Implementation of the Prüm router.



Prüm router implementation

project: 2027 (incl. FSA)

- ongoing high-level design and requirements analysis, concluded assessment of the biometric rematching requirements, delivered first version of the router's conceptual architecture,
- started development of the first minimum viable product,
- contributed to the preparation of secondary legislation.

ADVANCE PASSENGER INFORMATION AND PASSENGER NAME RECORD (API-PNR ROUTER)

The API-PNR router will support travellers' identification and clearance during border checks and strengthen Member States' capacity to prevent, detect, investigate, and prosecute terrorist offences and serious crime. It will serve as a single connecting point between Member States and air carriers for the transfer of API-PNR and PNR data ahead of the flight, reducing the risk of carrier non-compliance and errors, thus supporting more effective border management and law enforcement.



Started development of the router

IMPLEMENTATION

The Agency started with the **initial design** of the API-PNR router with the **high-level analysis** of the requirements. To facilitate the implementation and

PROJECT IMPLEMENTATION



COST

No deviation.

⁷ MVP or minimum viable product is a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development.

ensure consistency across systems, the Agency will reuse EES and ETIAS components, particularly, Web Services, the Internet Zone platform and the Carriers Onboarding and Support Ticketing Tool.



SCHEDULE

No deviation.



SCOPE

No deviation.

Source: SLA and monthly project reports

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Implementation	
Implementation of the API-PNR router and extended carrier interface.	
<p> API-PNR implementation project: 2028 new date: 2029 (incl. FSA)</p>	<ul style="list-style-type: none"> — ongoing high-level design and requirements analysis, — technical exchanges with EUROCONTROL and relevant international organisations from air travel industry, — contributed to the preparation of secondary legislation.

1.2. SCHENGEN, BORDERS AND VISA

VISA INFORMATION SYSTEM (VIS)

VIS supports EU visa authorities in processing applications and managing short-stay visas for third-country nationals travelling to or through the Schengen area. Biometric identification at borders helps combat visa fraud by detecting persons not meeting entry or stay conditions, contributing to strengthening internal security. VIS also supports determining the Member State responsible for examining asylum application.



Launched VIS connection with EES and sBMS



Delivered initial design documents for the screening process and connection with ETIAS

OPERATIONAL MANAGEMENT

The Agency ensured the **effective and continuous operation** of the VIS central system, including its biometric matching system⁸, providing **uninterrupted availability** and high-quality operational support to end-users (i.e., national authorities and the EU agencies).

UPGRADES AND EVOLUTION

Integration of new functionalities stemming from the Revised VIS Regulation including, amongst other, long-stay visas and residence permits to enhance security checks on visa applicants, requires a significant update of the central system and redesigning business processes. Despite the complex technical requirements

KEY PERFORMANCE INDICATORS



99.78%

AVAILABILITY

No critical incidents, unavailability due to maintenance.



99.92%

RESPONSE TIME

Minor deviation due to the VIS for EES entry into operation.

Source: SLA and monthly service reports, central system availability report.

⁸ As of 19–20 May 2025, VIS uses sBMS as its biometric matching system. BMS maintenance concluded on 20 June 2025 (one month after completing data migration and entry into operation of sBMS).

and ongoing finalisation of the secondary legislation, eu-LISA continued **updating the overall architecture and functional specifications**, including **screening requirements** and the **connection with ETIAS**.

INTEROPERABILITY READINESS

The Agency made significant progress towards more stable and scalable visa data exchange across the Schengen Area by **connecting VIS with the sBMS in May 2025**. The latter allows connection with EES, allowing consulates to consult EES prior to issuing a Schengen Visa, thus enabling secure and efficient visa processing. Integrating VIS fingerprint database with a new state-of-the-art biometric matching service increases resilience through higher capacity and matching accuracy. New evolution also minimizes system downtime during future upgrades.

The Agency activated the final element – **connection to EES** – on 12 October 2025 to retrieve visa-related data from VIS for accurate identity verification and visa validity checks during border-crossing procedures.

DATA STORED AND OPERATIONS



49.7 million

VISA APPLICATIONS STORED

- ▲ 8.7 % vs 2024
- 45.7 million fingerprint sets (+9.5 %)
- 49.6 million facial images (+8.7 %)



278 million

OVERALL OPERATIONS

- ▲ 7.3 % vs 2024
- 12 million visa applications created (0 %)
- 29 million alphanumeric searches (-9.4 %)
- 8 million biometric searches (+8.3 %)
- 7.5 million biometric authentications (+7.8 %)

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Operational management	
Effective and continuous operation of the central system (including BMS), uninterrupted availability, efficient performance, and high-quality support for end-users.	
<ul style="list-style-type: none"> ✔ VIS maintenance business as usual 	<ul style="list-style-type: none"> — delivered maintenance releases, — started BMS decommissioning.
Upgrades and evolutions	
Delivery of system evolutions supporting continuous improvement, including new functionalities of the Revised VIS.	
<ul style="list-style-type: none"> ✔ Revised VIS implementation project: 2027 (incl. FSA) new date: 2028 (phase 1, FSA 2029), 2029 (phase 2, FSA 2029–2030) 	<ul style="list-style-type: none"> — ongoing requirements analysis and high-level design, incl. screening requirements, — supported the Commission with finalising secondary legislation.
Interoperability readiness	
Connections with EES, ETIAS and interoperability components (ESP and MID).	
<ul style="list-style-type: none"> ✔ VIS connection with ETIAS and interoperability components project: 2026 (ETIAS, FSA 2027), 2027 (IO, FSA 2028) new date: 2028 (IO, FSA 2029) 	<ul style="list-style-type: none"> — ongoing development and testing activities for connection with ETIAS, — ongoing requirements analysis and high-level design for connection with ESP and MID.
<ul style="list-style-type: none"> ✔ VIS connection with EES project: 2025 (incl. FSA) 	<ul style="list-style-type: none"> — completed VIS connection with EES and sBMS, incl. FSA, — activated interconnection with EES, — completed migration of VIS biometric search functionality BMS to sBMS.

ENTRY/EXIT SYSTEM (EES)

The EES modernises the EU external border management by replacing manual passport stamping with the electronic registration of non-EU nationals crossing the Schengen borders for a short stay and records refusals of entry. It enables the monitoring of authorised stays and the identification of overstayers, strengthening the Schengen internal security and helping prevent irregular migration. Automated checks will help Member States to manage traveller flows and optimise procedures at

crossing points.



Progressive entry into operation of the EES



Deployed the static part of the Travel to Europe website

ENTRY INTO OPERATION

The Agency developed the **high-level roll-out plan**⁹ covering rehearsals and dependencies with other systems (i.e., VIS for the EES and sBMS) to guide end-users (i.e., the Member States and Europol) as well as support effective functioning of the system (by confirming performance and availability targets and supporting procedures). Moreover, the Agency conducted **three large-scale rehearsals** to test central system, tools, or coordination mechanisms, and confirm readiness for entry into operation.

The progressive¹⁰ **entry into operation of the EES on 12 October 2025** marked a highly significant milestone for the Agency as well as for the Schengen area and the European Union. EES will be fully deployed at all border crossing points by 10 April 2026.

The EES is step towards closing a long-standing gap in EU border control¹¹ — the ability to reliably track who enters and exits the Schengen Area — essential for enforcing the 90/180-day rule¹² and addressing overstays. Together with the entry into operation of sBMS, it is a major step towards digital integrated border management, setting a strong foundation for the execution of the interoperability roadmap.

OPERATIONAL MANAGEMENT

Since October 2025, the Agency started ensuring the **effective and continuous operation** of the EES central system, providing **uninterrupted availability** and high-quality operational support to end-users (i.e., national authorities and the EU agencies).

INTEROPERABILITY READINESS

The Agency continued establishing **connection with VIS** for automated retrieval of visa-related data to enhance border checks. In May 2025, the Agency

PROJECT IMPLEMENTATION



COST

While the Agency exceeded planned budget for 2025, the overall EES implementation costs are in line with the LFS.



SCHEDULE

Delivery delayed compared to initial target set by regulation, but in line with Interoperability Roadmap of March 2025.



SCOPE

No deviation.

Source: SLA and monthly project reports.

KEY PERFORMANCE INDICATORS



98.13%

AVAILABILITY

Three critical incidents.

Source: SLA and monthly service reports, central system availability report.

Technical limitation did not allow measuring response time in 2025.

EES OPERATIONS



8180

REFUSED ENTRIES OF THIRD-COUNTRY NATIONALS

31%: purpose and conditions of stay not justified, 25%: person stayed >3 months in 6-month period



283

REVOKED AUTHORISATIONS FOR STAY

⁹ Regulation 2025/1534

¹⁰ The progressive start gives Member States' border authorities and carriers time to adjust to the new procedures. In line with the practical guidelines issued by the Commission, the entry into operation started with each Member State required to start registering border crossings in the EES at least at one of its border crossing points. By day 60, biometric functionalities should be available at all those border crossing points where the EES is deployed. By day 90, all Member States are required to operate the EES with all biometric functionalities at least half of their border crossing points. From 10 April 2026, EES will be fully operational with all biometric functionalities at all external border crossing points of the 29 countries using the system.

¹¹ The gap will be closed with the entry into operation of EES.

¹² The 90/180-day rule allows visa-free travellers to stay in the Schengen Area for up to 90 days within any rolling 180-day period.

successfully deployed the **integration layer software** enabling interoperability with necessary systems (including VIS and sBMS).



479

EXTENDED AUTHORISATIONS FOR STAY

WEB SERVICES

For streamlined processing of incoming travellers, the EES and ETIAS have joint web services for carriers and travellers, enabling the checking of travel authorisation validity prior to boarding.

In July 2025, in collaboration with Frontex and the European Commission, the Agency deployed the static part of the **EES and ETIAS public website – Travel to Europe**, which provides useful information on the new rules for international travellers headed to Europe – an important milestone in implementing the EES and ETIAS.

With key information in 27 languages for the EES and 30 for ETIAS, and targeted search-optimised keywords, the website facilitates access to accurate information.

In December 2025, the Agency finalised testing of the **web service application** and the **online carrier onboarding and support tool** (COBST, a scalable solution to register, onboard, report issues and seek assistance when using the EES) and made latter available to passenger carriers.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Operational management	
Effective and continuous operation of the central system (including web services), uninterrupted availability, efficient performance, and high-quality support for end-users and carriers.	
<input checked="" type="checkbox"/> EES development and maintenance business as usual (entry into operation in October 2025, FSA in 2026)	<ul style="list-style-type: none"> — started progressive transition period, — ongoing final system acceptance.
<input type="checkbox"/> Web services maintenance business as usual	Activity starts after entry into operation in 2026.
<input checked="" type="checkbox"/> Hardware and COTS support and licence maintenance business as usual	<ul style="list-style-type: none"> — EES licenses renewal and support, — configured hardware and commercial off-the-shelf (COTS) software for EES, VIS and BMS.
<input checked="" type="checkbox"/> EES transition to TEF/TOF project: 2025	<ul style="list-style-type: none"> — infrastructure and platform handover to the TOF Lot 2 contractor and support contract signed for 2026, — handover of development activities expected under DPS model in 2026.
Implementation	
Implementation of the EES and web services.	
<input checked="" type="checkbox"/> EES transition into operation project: 2025	<ul style="list-style-type: none"> — entry into operation rehearsals (July, September, October), — configured tools and communication channels with the end-users.
<input checked="" type="checkbox"/> Web services transition into operation project: 2025 new date: 2026 (incl. FSA)	<ul style="list-style-type: none"> — ongoing transition activities, incl. carrier registration, and onboarding, — ongoing security operations centre and carrier test support service.
<input checked="" type="checkbox"/> TEF support services project: 2027	<ul style="list-style-type: none"> — supported contractor with business analysis and quality assurance.
Interoperability readiness	
Connection with Revised VIS and interoperability components (ESP).	
<input type="checkbox"/> Web services for Revised VIS project: 2026 (FSA in 2027) new date: 2027 (FSA in 2028)	Activity starts after 2026.
<input checked="" type="checkbox"/> EES connection with interoperability components (incl. screening) project: 2027 (IO, FSA in 2027), in 2027 (Revised VIS, FSA 2028)	<ul style="list-style-type: none"> — ongoing requirements analysis and high-level design, — impact assessment on the quality of latent and palmprints for the EES, VIS, ECRIS-TCN and SIS operations, — worked on standalone reporting functionality for period before integration with CRRS, impact assessment for CRRS components.

TRAVEL INFORMATION AND AUTHORISATION SYSTEM (ETIAS)

ETIAS will facilitate border-crossing through an online pre-travel authorisation for visa-exempt third-country nationals travelling to the Schengen area for a short stay. Carriers will verify the validity of the third-country nationals' travel authorisations prior to boarding, while border guards will verify it at the external borders. Comparing information across JHA systems and the Europol database will enable advance identification of potential security, illegal migration, or epidemic risks.



Updated simulator and software mock-ups



Launched compliance testing to validate core functionalities



Started chatbot and third-country national support tool development

IMPLEMENTATION

eu-LISA completed central system's (including requirements from integration with new Eurodac and screening process) and continued the iterative development. Since May 2025, the Member States have **access to all core functionalities** – system-to-system operations, including callbacks, notifications, and ESP queries. Following, the Agency **launched the compliance testing** for the Member States to verify the system's conformity with the defined requirements at national level.

In June 2025, eu-LISA deployed an **updated central system simulator** to further support Member States and Europol in the preparation of their own systems. The Agency also shared **updated software mock-ups** covering direct access to the SIS, EES and VIS hit data, to support Member States with their efforts in defining the necessary business processes.

The Agency also started developing the related tools – the **chatbot and the third-country national support tool**.

KEY PERFORMANCE INDICATORS



COST

No deviation.



SCHEDULE

Delivery delayed compared to initial target set by regulation, but in line with Interoperability Roadmap of March 2025.



SCOPE

Minor deviation due screening requirements and CSLR.

Source: SLA and project reports.

ETIAS availability and response time KPI will be available after its entry into operation in 2026.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Implementation	
Implementation of ETIAS.	
<p><input checked="" type="checkbox"/> ETIAS transition into operation project: 2026 (FSA in 2027)</p>	<ul style="list-style-type: none"> – concluded design, incl. new Eurodac and screening requirements, – ongoing central system development and compliance testing, – collaborated with Frontex (operational support model) and Europol (databases connection), – supported the Commission with finalisation of secondary legislation.
Interoperability readiness	
Connections with the EES, SIS, VIS, interoperability components (ESP, CIR) and CRRS,	
<p><input checked="" type="checkbox"/> ETIAS connection with interoperability components project: 2026 (FSA 2027)</p>	<ul style="list-style-type: none"> – ongoing requirements analysis and high-level design, – testing integration with interoperability components (ESP, CIR) and CRRS.

1.3. MIGRATION AND ASYLUM

EUROPEAN ASYLUM DACTYLOSCOPY DATABASE (EURODAC)

Eurodac is the EU asylum and migration management system used to determine the Member State responsible for examining an asylum application. It also helps to establish the identity of persons apprehended for unlawful border crossing and unauthorised movement within the Schengen area. Under strict conditions and as a last resort, national law enforcement authorities and Europol may access Eurodac to prevent, detect or investigate terrorist or other serious criminal offences.



Delivered central system releases and web user interface



Provided technical specifications for Member States



Delivered first release for Dublinet redesign

OPERATIONAL MANAGEMENT

The Agency ensured the effective and continuous operation of the central system, including Dublinet, providing uninterrupted availability and high-quality operational support to end-users (i.e., national authorities and the EU agencies).

IMPLEMENTATION: NEW EURODAC

Transforming existing Eurodac into a fully-fledged asylum and migration database is a critical precondition for implementing elements of the EU's Pact on Migration and Asylum. The new Eurodac will introduce alphanumeric data and facial biometrics to speed up and enhance the asylum application process, while supporting the asylum system and the detection of unauthorised movements within the Schengen area. The integration with the interoperability architecture will enable searches and cross-checking of identities across relevant JHA systems.

To ensure its timely entry into operation by 12 June 2026, the Agency piloted an agile and iterative in-house development, taking advantage of container and cloud capabilities to accelerate the delivery. The Agency delivered the first four intermediate releases of the central system and web user interface as well as the technical specifications to start the formal connection and testing activities in the associated testing environments. Those functionalities enabled simulations with the interoperability components (ESP, CIR and sBMS), using mock-up data.

Moreover, the Agency delivered a first release for the Dublinet redesign, covering the initial form and pilot functionalities for the web user interface.

KEY PERFORMANCE INDICATORS



99.97% AVAILABILITY

2 critical incidents, including unavailability due to maintenance.



99.99% RESPONSE TIME

No performance deviations.

Source: SLA and monthly service reports, central system availability report.

DATA STORED AND OPERATIONS



7.2 million FINGERPRINT SETS STORED¹³

▼ 6 % vs 2024
6.9 million asylum seekers (-6%)
0.3 million irregular border crossings (-24%)



1.1 million DATA TRANSMITTED

▼ 18 % vs 2024
0.69 million asylum seekers (-17%)
0.17 million irregular border crossings (-20%)

¹³ Fingerprint data transmitted by the Member States authorities to the central system for the purposes of storage and search.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Progress and key deliverables
Operational management	
Effective and continuous operation of the central system (including DubliNet), uninterrupted availability, efficient performance, and high-quality support for end-users.	
Eurodac and DubliNet maintenance business as usual	— delivered maintenance releases, two critical incidents, — ongoing certification renewal with remaining five Member States.
Implementation	
Implementation of new Eurodac and the screening requirements.	
New Eurodac and connection with interoperability components project: 2026 (FSA in 2027) ¹⁴	— delivered four central system releases, incl. technical specifications, — enabled simulation with ESP, CIR and sBMS.
Screening¹⁵ Regulation implementation project: 2026 (FSA in 2027)	— concluded requirements analysis and high-level design, use case analysis.
Upgrades and evolutions	
Delivery of system and DubliNet evolutions supporting continuous improvement.	
Eurodac upgrades project: 2026	Activity cancelled: no upgrades or evolutions planned for Eurodac legacy system.
DubliNet redesign/upgrade after new Eurodac project: 2027 new date: 2026 (incl. FSA)	— concluded high-level design, — ongoing development with delivery of first release.

1.4. JUSTICE COOPERATION

EUROPEAN CRIMINAL REFERENCE INFORMATION SYSTEM – THIRD COUNTRY NATIONALS (ECRIS-TCN)

ECRIS-TCN will complement ECRIS reference implementation¹⁶ with information on criminal records of third-country nationals and stateless persons convicted in the EU to provide to therelevant authorities a comprehensive information on the criminal history, supporting the principle of mutual recognition of sentences and judicial decisions across the EU.



Delivered major ECRIS RI upgrade



Started ECRIS-TCN compliance testing with the Member States



Integration with the CIR, ESP and sBMS

OPERATIONAL MANAGEMENT

The Agency ensured the **effective and continuous operation** of ECRIS RI, providing **uninterrupted availability** and high-quality operational support to end-

KEY PERFORMANCE INDICATORS



100 %
COMPLIANCE WITH SLA

¹⁴ Entry into operation will be rolled out in two phases: first package of functionalities delivered in June 2026 (incl. connection with ESP, sBMS, CIR), and the remaining functionalities in December 2026, i.e., connection with VIS, ETIAS, MID, CRRS.

¹⁵ The screening procedure at external borders applies to third-country nationals who do not meet the entry conditions as outlined in the Schengen Borders Code. It covers preliminary health check, a vulnerability assessment, queries to EU information systems (i.e., VIS and EES), biometric registration in Eurodac, a security check, completion of a screening form, and referral to the appropriate procedure—whether that is for asylum or return.

¹⁶ ECRIS reference implementation (RI) enables communication between criminal record registers of EU Member States to consider prior convictions of EU citizens when passing criminal sentences.

users (judicial authorities).

IMPLEMENTATION

While the technical readiness of ECRIS-TCN was not achieved in 2025, eu-LISA progressed with the iterative implementation, delivering two releases covering critical functionalities, and allowing the **start of the compliance testing** of the national systems.

In November 2025, the Agency completed a major **ECRIS RI upgrade**, delivering to end-users the latest version of the software for secure network connection. The upgrade also enables integration with the future ECRIS-TCN and is a precondition to start a data load.

INTEROPERABILITY READINESS

To enable ETIAS and VIS to query ECRIS-TCN, the Agency continued **establishing the connection** with the necessary interoperability components with a particular focus on the **integrated testing with ESP, CIR and sBMS**, as well as **CRRS**.

Performance, incl. ticket handling within set targets.

Source: SLA and monthly service reports.

ECRIS-TCN availability and response time will be available following its entry into operation in 2026.

PROJECT IMPLEMENTATION



COST

Small deviation below 5 % due evolutions (interoperability alignment, screening requirements).



SCHEDULE

Extensive delay.



SCOPE

No deviation.

Source: SLA and monthly service reports and project reports.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Progress and key deliverables

Operational management

Effective and continuous operation of ECRIS RI, uninterrupted availability, efficient performance, and high-quality support for end-users.

- ECRIS RI maintenance** — delivered maintenance releases.
business as usual

Implementation

Implementation of ECRIS-TCN (including screening requirements) and delivery of evolutions supporting continuous improvement, incl. revamping ECRIS RI.

- ECRIS-TCN implementation** — ongoing quality assurance and testing at central and national levels, — delivered two releases and RI upgrade for integration.
project: 2026 (incl. FSA)
new date: [pending assessment]
- ECRIS-TCN transition into operation** — ongoing preparations to continue with the transition into operations.
project: 2026
new date: [pending assessment]
- ECRIS-TCN Screening Regulation** — finalised critical part of the analysis for the screening requirements.
project: 2025
new date: 2026 (incl. FSA)
- ECRIS RI re-write** **Activity on hold** due to the resource constraints.
project: 2025
new date: [pending financial decision]

Interoperability readiness

Connection with interoperability components (ESP, CIR) and CRRS.

- ECRIS-TCN connection with interoperability components** — testing at central and national level, incl. integration testing with interoperability components ESP, CIR (with sBMS) and CRRS, — designed data quality management mechanism and procedures.
project: 2026 (FSA 2027)
new date: [pending assessment]

e-JUSTICE COMMUNICATION VIA ONLINE DATA EXCHANGE (e-CODEX)

e-CODEX system is a solution for facilitating the secure electronic communication between judicial authorities, legal professionals, and citizens in cross-border judicial proceedings in civil and criminal matters, ensuring a more efficient judicial process for citizens and businesses across Europe.



Delivered the refactored e-CODEX connector suite



Onboarded users to implement the first obligatory new use-cases



Delivered the digital procedural standard for the EPPO use-case

OPERATIONAL MANAGEMENT

The Agency ensured the **effective and continuous operation** of the e-CODEX, providing **uninterrupted availability** and high-quality operational support during EET business hours to end-users (i.e., judicial authorities and EU agencies).

eu-LISA also **onboarded new users**: Denmark, Ireland, and Council of the Notariats of the EU (CNUE) experts.

DIGITAL PROCEDURAL STANDARDS

The Agency maintains and develops **digital procedural standards** – technical specifications for business process models and data schemes that translate legal instruments into digital features of the system. Particularly, the Agency **drafted data schemas** for the European payment order, the arrest warrant, small claims, the freezing and confiscation order. Moreover, eu-LISA delivered a new digital procedural standard package for digitalised submission of **European Public Prosecutors Office (EPPO) crime reports** by Member States.

KEY PERFORMANCE INDICATORS



99.90%

AVAILABILITY (configuration management tool)

No critical incidents.

Source: SLR and quarterly incident reports.

The Agency onboarded **new judicial users** (i.e., courts, notaries, enforcement agents) to implement the **first two obligatory use-cases** for the service of documents and taking of evidence.

UPGRADES AND EVOLUTIONS

To improve the future performance of e-CODEX, applying DevSecOps approach, the Agency **refactored the e-CODEX connector suite** (source code) to ensure alignment with modern technologies and remove the technical debt for future iterations.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Operational management

Effective and continuous operation, uninterrupted availability, efficient performance, and high-quality support for end-users. Development, deployment and management of digital procedural standards and EU e-Justice core vocabulary.



e-CODEX maintenance

business as usual

- delivered maintenance releases, onboarded new users,
- delivered the refactored e-CODEX connector suite,
- improved user interfaces across the components.



e-CODEX digital procedural standards management

business as usual

- analysed and provided technical support for the digitalisation of new justice instruments at various fora,
- delivered the digital procedural standard for the EPPO use-case.

JOINT INVESTIGATION TEAMS COLLABORATION PLATFORM (JITS CP)

The JITs collaboration platform facilitates communication and cooperation between European judicial and law enforcement authorities, and relevant EU agencies (Europol and Eurojust) and bodies – European Public Prosecutor's Office (EPPO) and European Anti-Fraud Office (OLAF), – thus improving the efficiency and effectiveness of cross-border investigations and prosecutions.



Selected European open-source software solutions as foundation



Presented platform's early version to stakeholders

IMPLEMENTATION

eu-LISA refined the system requirements and the central system and communication application design. Particularly, the Agency **selected European open-source software solution as foundation for the platform** and delivered updated iterations of the **platform mock-ups** (e.g., administration panel functionalities) as a preliminary visualisation of its central features and interface. Moreover, the Agency demonstrated the **platforms' early version** to stakeholders.

The Agency also progressed with the selection of the communication app, identifying legally compliant solution.

PROJECT IMPLEMENTATION



COST

No deviation.



SCHEDULE

Extensive delay as the entry into operation of 7 December 2025 was not met due to not meeting necessary security and quality conditions.



SCOPE

No deviation.

Source: SLA and monthly service reports and project reports.

JITs CP availability will be available following its entry into operation.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Implementation

Implementation of the JITs collaboration platform.

JITs CP implementation
project: 2025
new date: [pending assessment]

- finalised requirements analysis and high-level design, incl. user stories,
- delivered platform for the testing activities,
- customized European open-source software, incl. connection with Eurojust,
- concluded market research for the communication application,
- supported the Commission in finalising secondary legislation.

1.5. INTEROPERABILITY

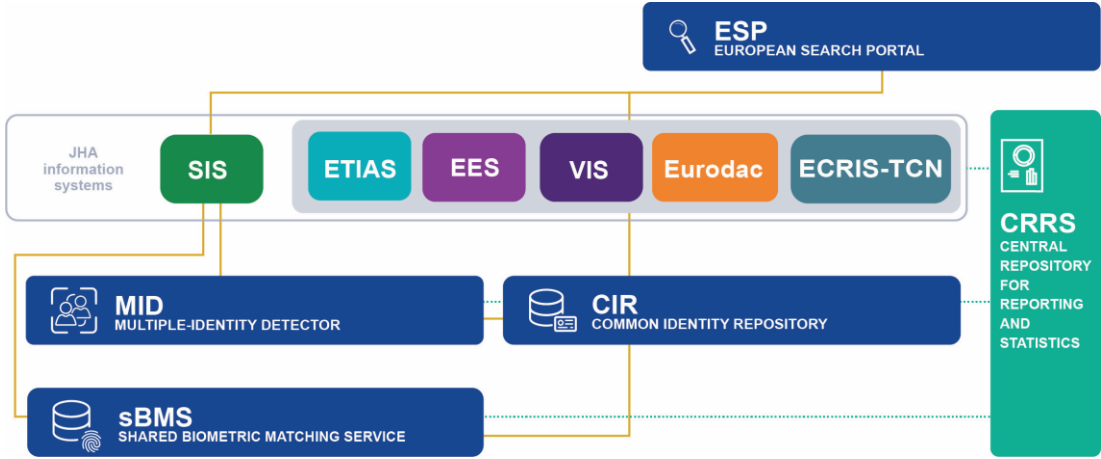
The efficient management of Europe's internal security and external borders relies upon the ability of IT systems to exchange data and information. To facilitate cooperation between national authorities across Europe, eu-LISA is implementing the overarching systems' interoperability architecture for all JHA systems under its management: SIS, VIS, Eurodac, EES, ETIAS, and ECRIS-TCN. Once operational, this systems interoperability will enable more agile and efficient provision of services to the JHA community, while also reinforcing the EU's internal security.

The EU's JHA interoperability architecture will comprise the following components:

- the European search portal (ESP) enabling authorised users to conduct single searches and receive results from all JHA information systems they are authorised to access,
- the shared biometric matching service (sBMS) for cross-matching of identity data with biometric identifiers across all JHA systems,
- the common identity repository (CIR), repository of biographical and biometric information on third-country nationals to ensure reliable identification,
- the multiple-identity detector (MID) for ensuring the correct identification of bona fide travellers, while also contributing to the prevention of identity fraud.

eu-LISA is also developing the central repository for reporting and statistics (CRRS) to provide cross-system statistical data and analytical reporting on all JHA systems for policy, operational and data quality purposes.

▲Figure 1. Interoperability architecture for the EU’s JHA domain



SHARED BIOMETRIC MATCHING SERVICE (SBMS)

The shared biometric matching service is one of the central components of the EU’s new JHA interoperability architecture. It stores biometric templates generated from data stored in SIS and in the common identity repository (CIR). Since May 2025, sBMS facilitates biometric data queries across the relevant JHA systems managed by eu-LISA, making it one of the world’s largest biometric systems.



sBMS entry into operation for VIS



sBMS entry into operation for the EES

ENTRY INTO OPERATION

eu-LISA achieved a major milestone with the **entry into operation of sBMS for VIS in May 2025 and for the EES in October 2025**. Additionally, the Agency finalised the migration of all 45 million historical biometric data from the VIS BMS. This is an important milestone for the enhancement of the EU border security by introducing in production mode the first component defined in the Interoperability Regulations.

sBMS also represents a significant development in the EU’s approach to biometric data management, centralising the biometric matching, thus improving identity checks across at the borders.

OPERATIONAL MANAGEMENT

As of May, the Agency ensured the **effective and continuous operation** of the sBMS, providing **uninterrupted availability** and high-quality operational support to end-users (i.e., national authorities and the EU agencies).

PROJECT IMPLEMENTATION



COST
No deviation.



SCHEDULE
Delivery delayed compared to initial target set by regulation, but in line with Interoperability Roadmap of March 2025.



SCOPE
No deviation.

KEY PERFORMANCE INDICATORS



100% AVAILABILITY
No critical incidents.

Source: SLA and monthly project and service reports.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Operational management	
Effective and continuous operation of the sBMS, uninterrupted availability, efficient performance, and high-quality support for end-users. Increasing the overall quality of biometric solutions and internal expertise on biometrics and identity management.	
<ul style="list-style-type: none"> ✔ sBMS maintenance business as usual ✔ Biometrics portfolio business as usual 	<ul style="list-style-type: none"> — started maintenance, no critical incidents, — concluded final system acceptance. — high-level design of the future accuracy measurement tool for inter-system and intra-system biometric operations.
Implementation	
Implementation of sBMS, incl. completing biometric data migration from VIS BMS to sBMS.	
<ul style="list-style-type: none"> ✔ sBMS implementation project: 2025 (incl. FSA) 	<ul style="list-style-type: none"> — completed transition activities, incl. rehearsal, entry into operation on 19–20 May, — prepared for integration testing with ECRIS-TCN, new Eurodac, CIR and SIS, conducted isolated testing with ECRIS-TCN and SIS, — ongoing analysis of MID impact, incl. accuracy of biometric operations.
Upgrades and evolutions	
Delivery of system evolutions supporting continuous improvement, incl. connection with new Eurodac and ECRIS-TCN.	
<ul style="list-style-type: none"> ✔ sBMS capacity increase project: 2026 (incl. FSA) ✔ sBMS for Eurodac project: 2027 new date: 2026 (FSA in 2027) 	<ul style="list-style-type: none"> — ongoing requirements and high-level design. — started assessment for Eurodac and SIS data migration, — ongoing biometric requirements analysis and high-level design for connection with new Eurodac and ECRIS-TCN.

OTHER INTEROPERABILITY COMPONENTS

In addition to sBMS, the EU’s JHA interoperability architecture will be enabled by three additional components: the European search portal (ESP), the common identity repository (CIR), and the multiple-identity detector (MID).



Finalised integration with the new systems



Started integrated testing

IMPLEMENTATION

eu-LISA continued implementing the interoperability components, delivering several ESP and CIR **releases to finalise the integration** and **start the integrated testing** with new systems entering operation in 2026 – ETIAS, new Eurodac and ECRIS-TCN.

To support the Member States with managing the MID links, the Central System for Yellow Link Resolution (CSLR) was introduced to establish uniform link management processes for all authorities. The Agency progressed with the **scope definition of the CSLR** together with the relevant stakeholders.

PROJECT IMPLEMENTATION



COST

No deviation.



SCHEDULE

Delivery delayed compared to initial target set by regulation, but in line with Interoperability Roadmap of March 2025.



SCOPE

No deviation.

Source: SLA and monthly project reports.

Availability and performance will be available once components are in operation.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Implementation	
Implementation of interoperability components (ESP, CIR, MID).	
<p> ESP implementation project: 2025 new date: 2026 (incl. FSA)</p>	<ul style="list-style-type: none"> delivered release supporting ECRIS-TCN, ongoing requirements analysis and high-level design, ongoing isolated testing of Europol query through ESP, ongoing isolated and integration testing with CIR, sBMS, ETIAS and ECRIS-TCN.
<p> CIR implementation project: 2025 new date: 2026 (incl. FSA)</p>	<ul style="list-style-type: none"> delivered release supporting ECRIS-TCN, ongoing requirements analysis and high-level design, ongoing isolated and integration testing with ESP, sBMS, ETIAS, ECRIS-TCN.
<p> MID implementation project: 2027 new date: 2028 (incl. FSA)</p>	<ul style="list-style-type: none"> ongoing requirements analysis and high-level design, updated design documents.
<p> CSLR implementation¹⁷ project: phase 1 2027 (incl. FSA), phase 2 2028 (incl. FSA)</p>	<ul style="list-style-type: none"> progressed with the scope definition, ongoing Project Management Forum meetings to fine-tune requirements.

CENTRAL REPOSITORY FOR REPORTING AND STATISTICS (CRRS)

eu-LISA is also developing the CRRS to provide cross-system statistical data and analytical reporting on all JHA information systems.



Finalised integration with the new systems



Started integrated testing

IMPLEMENTATION

eu-LISA continued implementing the CRRS and **finalised the integration and started the testing** with the integration with the new systems entering into operation in 2026 – ETIAS, Eurodac and ECRIS-TCN.

PROJECT IMPLEMENTATION



COST
No deviation.



SCHEDULE
Delivery delayed compared to initial target set by regulation, but in line with Interoperability Roadmap of March 2025.



SCOPE
No deviation.
Source: SLA and monthly project reports.

Availability and performance will be available once components are in operation.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Implementation	
Implementation of CRRS.	

¹⁷ Short-term solution limited to sensitive SIS alerts (CSLR SIRENE) during phase 1 of MID transitional period, and the long-term product, enabling the use of API-PNR that will allow for the integration of national systems and a graphical user interface.

Task: delivery date

- ✔ **CRRS implementation**
project: 2026 (incl. FSA)

Key deliverables

- delivered release supporting ECRIS-TCN and ETIAS,
- ongoing isolated and integration testing with sBMS, ETIAS, ECRIS-TCN.

1.6. INFRASTRUCTURE AND NETWORKS

SHARED SYSTEM INFRASTRUCTURE

Operational efficiency, performance, and high availability require a resilient infrastructure to host eu-LISA core business applications. The Agency provides a centralised common infrastructure (CSI) service based on shared standardised hardware and software components, enabling agile, optimised, and cost-effective infrastructure management.



Highly available infrastructure



Hosting services existing and new systems



Hosting services for EUAA and Frontex

OPERATIONAL MANAGEMENT

The Agency provided a **highly available underlying infrastructure**, ensuring **uninterrupted availability** and continuity of infrastructure solutions, as well as proactive and high-quality operational support to end-users, with all issues promptly resolved.

HOSTING SERVICES

The Agency provided **hosting services** for the backup systems of Frontex and the EU Agency for Asylum (EUAA).

KEY PERFORMANCE INDICATORS



99.53%

INCIDENT ACKNOWLEDGEMENT

Incidents acknowledged partially met set service-level targets due to doubled volume.



98.36 %

INCIDENT RESOLUTION TIME

Incidents resolution partially met set service-level targets due to doubled volume.



99.06% / 100%

CSI AVAILABILITY

Pre-production and other environment/production environment.

Pre-production availability affected by system testing.

Source: SM9 and monthly reports, Azure portal.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Operational management

Effective and continuous operation of the CSI, uninterrupted availability, efficient performance, and high-quality services and solutions. Delivery of required evolutions and technological alignment improving performance, scalability, flexibility, and security.

- ✔ **CSI operational management**
business as usual — operational management, incl. 24/7 infrastructure monitoring, managing access via secure management network.
- ✔ **CSI adaptive maintenance**
business as usual — maintenance in cyclic releases, replaced end-of-life infrastructure components.
- ✔ **Hosting services for Frontex and EUAA**
business as usual — 24/7 support and on-site coordination of incidents and issues, regular communication and status updates.

SMART HOSTING PLATFORMS

Continuous growth and more efficient build, delivery and operation require smart, modern infrastructure solutions. Applying the 5S principles (scalability, sustainability, stability, security and sovereignty), eu-LISA introduces new concepts and technologies for hosting large-scale IT systems. The Agency provides hosting services through two secure and scalable platforms:

- common shared platform (CSP):** standardised on-premises platform, offering resource-efficient management and DevSecOps-oriented deployment pipelines with a high degree of automation,
- comprehensive cloud platform (CCP):** cloud platform enabling faster setup and easier scaling of application environments without hardware procurement or delivery.



Adopted its first hybrid multi-cloud strategy



Set up a pre-production environment on CSP to host new systems

GROWTH OF PLATFORMS

The Agency ensured stability of the platforms, providing reliable and continuous service for the Member States. The Agency set up a **pre-production environment** on CSP to host new core business systems, enabling faster and more aligned testing, validation and deployment of applications. Moreover, connection with others environment enables the deployment from a central repository, simplifying the delivery process.

The Agency launched a **Planning Internal approach** to handle complex, interconnected activities, focusing on improving alignment on objectives and the prioritisation of critical deliverables, as well as earlier identification of risks and dependencies.

AUTOMATION

Additionally, the eu-LISA launched the **Community of Practice for Automation** to scale and foster a cultural shift and strengthen internal capabilities, providing engineers dedicated framework and space to collaborate innovate, and implement automation solutions.

KEY PERFORMANCE INDICATORS



99.98 %
CCP UPTIME

Source: SLA and monthly service reports, Cloud portal.

CCP uptime will be available once production platform is fully available.

CLOUD STRATEGY

In January 2025, eu-LISA’s Management Board adopted eu-LISA’s **first hybrid multi-cloud strategy** to address electricity, cooling, and space limits – non-production environments may be hosted in the cloud to relieve capacity, accelerate delivery and improve scalability, while core production components containing personal data will remain in on-premises.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Operational management

Effective and continuous operation of the platforms, uninterrupted availability, efficient performance, and high-quality services and solutions.

Delivery of required evolutions and technological alignment improving performance, scalability, flexibility, and security.



CCP maintenance

business as usual

- deployed e-CODEX automated test environment on CCP,
- deployed development environments for new Eurodac, VIS for ETIAS and JITs CP,
- deployed preproduction environments for ETIAS, ESP, CIR, MID, CRRS, CRRD, ECRIS-TCN,
- ongoing automation initiatives and DevOps practices, testing and verifying cloud technologies,
- establishing connection between CCP and TESTA EuroDomain for new Eurodac

Task: delivery date

 **CSP maintenance**
business as usual

Key deliverables

- testing.
- isolated and integrated environments for ETIAS, ESP, CIR, MID, CRRS, CRRD, ECRIS-TCN,
- pre-production environment for ETIAS, ESP, CIR, MID, CRRS, CRRD, ECRIS-TCN, new Eurodac,
- interconnection with TESTA EuroDomain for ECRIS-TCN testing,
- ongoing automation initiatives and DevOps practices.

NETWORKS AND COMMUNICATIONS

Secure data transfer requires a resilient communication infrastructure connecting the JHA systems managed by eu-LISA with their end-users. A dedicated point-to-point connection between the Agency’s technical site in Strasbourg (France) and the backup central unit in St Johann im Pongau (Austria) ensures continuous operation and minimal downtime, supporting business continuity of critical EU systems. eu-LISA uses the three domains (SIS and VIS domains and EuroDomain¹⁸) on the TESTA-ng network (Trans-European Services for Telematics between Administrations – new generation) separated from the public internet.



Reliable and secure communication infrastructure



Connecting the EuroDomain and CCP



Consolidated TESTA-ng point-to-point connections

OPERATIONAL MANAGEMENT

The Agency ensured **highly available and secure** communication infrastructure services (incl. maintaining essential internet resources), providing **uninterrupted availability** and high-quality operational support to end-users (i.e., national authorities and EU agencies).

KEY PERFORMANCE INDICATORS



99.99%
WIDE-AREA NETWORK AVAILABILITY¹⁹

No critical incidents.

Source: TESTA-ng availability report.

UPGRADES AND EVOLUTIONS

To ensure a high level of data security, in addition to encryption provided by the TESTA-ng network, eu-LISA manages a **second encryption layer for SIS** to prevent external access and unauthorised use of personal data during transfers.

Under the new Eurodac development, eu-LISA reached a significant milestone with connecting the **EuroDomain and CCP**, enabling for the EuroDomain end-users to access the cloud-based testing environment, enabling faster environment setup, shifting focus from hardware configuration to testing application features.

To optimise its network infrastructure and better support existing and new systems, eu-LISA **consolidated the TESTA-ng point-to-point connections** between its data centres (CU and BCU). It improves connectivity, performance, and scalability, while reducing maintenance cost and time, ensuring sustainable power consumption and lowering environmental footprint.



MIGRATION TO TESTA EIRIS

In response to the evolving technical standards and business needs, the Commission’s DG DIGIT, in cooperation with eu-LISA continued **designing and developing a new trans-European network, TESTA EIRIS** (interconnectivity and exchange platform for EU), to replace the TESTA-ng network by the end of 2027. Particularly, a governance model was set up and an agreement on technical requirements was signed by both parties, while communication with the Member States was initiated.

¹⁸ The end-users connect to each domain separately (physically separated at their premises), usually through two dedicated access points.

¹⁹ Only for SIS and VIS domain; EuroDomain indicator overseen by the Commission’s Directorate-General for Digital Services (DIGIT).

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Operational management	
Highly available and secure communication infrastructure services, incl. the second encryption layer solutions and essential Internet resources.	
 Communication infrastructure operational management business as usual	<ul style="list-style-type: none"> — 24/7 monitoring of JHA systems infrastructure and end-user support, — performed maintenance, incl. second encryption layer solutions, — managed communication infrastructure changes, and TESTA network developments for the EES, sBMS and interoperability.
Upgrades and evolutions	
Refresh of SIS and VIS communication infrastructure encryption layers and TESTA-ng network.	
 Communication infrastructure evolution project: 2027	<ul style="list-style-type: none"> — refreshed communication infrastructure encryption layers, — implemented components, EES, VIS and sBMS infrastructure configurations, incl. NUIs and internet zone, — preparations for migration to TESTA-EIRIS.

1.7. RESEARCH, INNOVATION AND CAPABILITY BUILDING

RESEARCH AND TECHNOLOGY MONITORING

Monitoring developments in research and technology in the business areas relevant for the Agency, ensures continued technological evolution of the systems entrusted to eu-LISA. In addition, eu-LISA engages with industry, academia and other EU institutions to exchange information on emerging technologies and supports the EU Innovation Hub for Internal Security and Horizon Europe.



Organised an industry roundtable event



Published a research and technology monitoring report and a technology brief



Concluded a study on generative AI

RESEARCH AND TECHNOLOGY MONITORING

The Agency enhanced its expertise and capabilities, monitoring research and technology developments across domains such as biometrics, AI, encryption, and cloud technologies. In 2025, it published a **technology brief on cloud computing technologies** as well as its **annual research and technology monitoring report** on the evolution of identity management technologies in international travel, migration, and border management. Moreover, the Agency finalised a **report on energy efficiency in data centres**, analysing the state of the art and best practices to improve the energy efficiency of eu-LISA’s data centres.

INDUSTRY ROUNDTABLE

In June 2025, eu-LISA organised in collaboration with the Polish Presidency of the Council of the EU, a **roundtable event to explore modern approaches to software development in the public sector**, welcoming over 310 participants (120 in person, 190 online) from Member States, EU institutions, academia

KEY PERFORMANCE INDICATORS



1 RESEARCH AND TECHNOLOGY MONITORING REPORT

“Identity management technologies in the context of international travel and migration”

1 TECHNOLOGY BRIEF

“Sovereign Cloud Technologies – Is the cloud really just somebody else’s computer?”



1 INDUSTRY ROUNDTABLE

“Building Better Government Software at Scale” (11–12 June 2025 in Warsaw, Poland).

Source: Published research and technology monitoring products, organised event.

In addition, eu-LISA supported the German Federal Office for Information Security with the maintenance of the Open-Source Face Image Quality (OFIQ) tool.

and the industry.

BIOMETRICS

eu-LISA actively contributed to the **EU Innovation Hub for Internal Security**. Under the biometrics cluster, the Agency coordinated the preparation of a policy brief on the independent evaluation of biometric technology in the EU. eu-LISA also engaged in the work of the Hub’s clusters on foresight, AI and encryption.

ARTIFICIAL INTELLIGENCE

eu-LISA finalised its **Artificial Intelligence Strategy** for 2025–2027 to optimise internal processes and support its operations. The Agency also advanced compliance with the EU’s AI Act, particularly on high-risk AI applications, and completed a study on **using generative AI** to improve internal processes (contract management and chat-based information search).

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Research and technology monitoring	
Support strategic reflection and innovation on technology areas relevant to eu-LISA and its stakeholders (e.g., biometric recognition technology, artificial intelligence) and bridging research and innovation ecosystem (e.g., industry and academia).	
Research and technology monitoring business as usual	<ul style="list-style-type: none"> — monitored technologies, incl. organised industry roundtable, published a research and technology monitoring report and a technology brief, — contributed to the EU Framework Programme for Research and Innovation, to the EU Innovation Hub for Internal Security, established a collaboration framework with DG JRC.
AI-based solutions for improved efficiency business as usual	<ul style="list-style-type: none"> — concluded study on generative AI tools for eu-LISA, mapped existing and expected AI applications at eu-LISA, worked toward implementation of the EU AI Act’s, — drafted eu-LISA’s first AI strategy, — participated in EUAN Working Group on AI, EDPS AI correspondent network, meetings organised by the Commission’s AI Office.

STATISTICS AND REPORTING

The Agency compiles and publishes performance reports and statistics on the use and technical functioning of the JHA information systems under its remit. In addition, eu-LISA regularly updates and publishes the lists of designated authorities that have access to JHA systems.



Published statistical and statutory reports on systems



Supported the implementation of Schengen acquis

STATISTICS AND REPORTING

The Agency published reports on the **technical functioning of SIS**, and aggregated statistics on **SIS and Eurodac**, as well as the official lists of competent authorities for **SIS, N.SIS and Eurodac**. The statistical data on JHA systems usage contributes to the Schengen Barometer+ compiled by the Commission, and to other similar initiatives improving situational awareness and forecasting capabilities at the EU level.

KEY PERFORMANCE INDICATORS



3 REPORTS PUBLISHED

SIS technical functioning 2023–2024, SIS and Eurodac statistics 2024.

3 LISTS OF AUTHORITIES PUBLISHED

SIS, N.SIS and Eurodac list of authorities.

Source: Published reports.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Statutory reporting	

Task: delivery date

Key deliverables

Compilation and dissemination of regular statistics, performance reports, and lists of authorities. Provision of statistics to support Commission initiatives identifying risks in borders, migration and asylum, return, internal security and visa policy (e.g. situational awareness and forecasting project, Schengen Barometer+, Blueprint Network for migration management).

✔ **Technical reporting and aggregate statistics**
business as usual

- published annual statistics reports (SIS, Eurodac), compiled quarterly SIS statistics,
- published the lists of authorities (SIS, N.SIS, Eurodac), preparations for the EES and ECRIS-TCN list of authorities,
- enhanced the in-house automation tool for collecting SIS data.

✔ **Contribution to EU situational awareness and forecasting for migration management and internal security**
business as usual

- provided ad hoc statistics as per Commission’s requests,
- contributed to the Schengen Barometer+,
- supported the discussion with Frontex in the framework of the CRRS implementation.

TRAINING TO MEMBER STATES AND JHA AGENCIES

Efficient operation and technical use of JHA systems rely on regular training for Member States’ experts and officials, tailored to emerging needs and identified knowledge gaps.



Expanded the learning catalogue to 120 online resources



Delivered 34 new training activities



Increased satisfaction rate from 86 % to 89 %

TRAINING TO MEMBER STATES AND JHA AGENCIES

eu-LISA delivered **34 new training activities** (mainly online), bringing its existing catalogue to 120 online learning resources available to the Member States on the online learning platform. The Agency particularly focused on trainings to support the entry into operation of the EES as well as biometrics. The Agency achieved high satisfaction level among the **3990 participants**.

KEY PERFORMANCE INDICATORS



89%
TRAINING SATISFACTION RATE

trainees very or completely satisfied with training provided (5.34 out of 6).
▲ 3 % vs 2024

Source: eu-LISA Training Activities report.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Training to Member States and JHA Agencies

Training for end-users on the technical functioning of JHA systems, incl. cooperation with CEPOL to provide joint training and share expertise in areas of mutual interest.

✔ **Training for Member States**
business as usual

- delivered training activities (incl. in-person, webinar, online modules and courses),
- supported eight CEPOL and Frontex training activities with expertise on the functioning of the JHA systems.

SCHENGEN EVALUATIONS

The effective functioning of the Schengen area relies on a complex regulatory, policy and governance framework. To support Member States in implementing the Schengen acquis, eu-LISA provides its expertise to the Schengen Evaluation and Monitoring Mechanism (SEMM), particularly in evaluations encompassing large-scale IT systems such as SIS/SIRENE, VIS and EES.



Supported 9 evaluations



Contributed to training of evaluators

SCHENGEN EVALUATIONS

The Agency contributed to the **annual risk analysis** (conducted year before the evaluation) to prepare for upcoming evaluations in Germany, the Netherlands, Liechtenstein, and Belgium. The Agency supported **5 on-site evaluations**, including preparatory webinars, for SIS/SIRENE in Austria, Bulgaria, Romania, Slovenia, and Switzerland, and **3 on-site evaluations** on the common visa policy (incl. VIS) for Cyprus, Bulgaria and Romania.

Moreover, the Agency supported the Commission in the integration of the border management (EES) in the Schengen evaluation framework, piloted during the **on-site evaluation** of Bulgaria.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Schengen evaluations	
Contribution to the EU's Schengen evaluation mechanism, incl. participating as an observer and contributing to reports.	
Schengen evaluations business as usual	<ul style="list-style-type: none"> — contributed to the annual risk analyses exercises, — supported evaluations and related training.

1.8. DIRECT SUPPORT TO OPERATIONS

SYSTEM OPERATIONS

Continuous, resilient high-quality performance of the JHA information systems under eu-LISA's remit requires 24/7 operational management and end-user support, lifecycle oversight, and incident and problem resolution to maintain service quality and continuity.



Ensured high-quality 24/7 operational support



Supported entry into operations of new systems

OPERATIONS SERVICES CENTRE

eu-LISA **operational service centre** provided high-quality end-user support (i.e., Member States, EU agencies, and carriers) and monitored all systems in operation 24/7 (except e-CODEX, which receives support during Tallinn business hours). The Agency **improved the coordination between** the central and national counterparts, resulting in high satisfaction and recognition from Member States.

The Agency continued transitioning from **reactive to proactive** incident triage and resolution, leveraging automation and enhanced tooling to increase responsiveness and service quality, and developing in-

KEY PERFORMANCE INDICATORS



90 %
eu-LISA SERVICE DESK PERFORMANCE



96.40 %
CUSTOMER SATISFACTION

End-users satisfied or very satisfied with the services:

SIS 97.5 %, VIS 92.6 %, Eurodac 99 %.

Source: Service desk performance report; annual

house capability to implement **single-pane dashboards** for better decision-making and situational awareness.

customer satisfaction survey.

SOLUTIONS OPERATIONS AND MAINTENANCE

The Agency **strengthened incident reporting**, improving tracking and resolution. To ensure readiness and seamless entry into operation of new systems (e.g., sBMS, EES and web services), the Agency put specific attention on **enhancing coordination and communication** channels for better transparency and response in resolving technical challenges, efficiently integrating lessons learned from rehearsals.

INDICENTS AND SERVICE REQUESTS²⁰



1911
MANAGED INTERACTIONS

of which 1254 incidents and 657 service requests.



4404
MANAGED TICKETS

of which 29 critical, 356 high, 2503 moderate and 1513 low priority.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date **Key deliverables**

Operational support

Continuous operational management of systems and high-quality support to end-users.

- Operations Services Centre** business as usual
 - 24/7/365 monitoring and observability, first incident response, end-user service desk, managed service requests, incidents and problems,
 - updated and standardised Operator Manuals, incl. for new systems.

Solutions operation

Continuous, stable, high-quality service of solutions, including end-to-end operational management, improvement of responsiveness and monitoring quality.

- Solutions operations and maintenance** business as usual
 - technical support, managed and resolved incidents/problems,
 - supported implementing and deploying changes and releases, incl. review of new systems VIS for EES, sBMS, web services, ETIAS, ECRIS-TCN, e-CODEX, interoperability, new Eurodac.

SYSTEM SECURITY, CYBERSECURITY AND BUSINESS CONTINUITY

Security and resilience of JHA information systems against advanced threats is critical as the Agency is managing and hosting vast amounts of sensitive data. The Agency ensures the highest level of compliance with the EU regulatory framework and security requirements by applying a 'defence in depth' approach, implementing security-by-design and zero trust principles.



Organised security and business continuity exercise



Adopted security and business continuity plans



Delivered cybersecurity risk assessment and cybersecurity plan

SYSTEM SECURITY AND BUSINESS CONTINUITY

The Agency continuously monitored and managed security risks (including cybersecurity), ensuring that the established controls are effective and properly

KEY PERFORMANCE INDICATORS



100 %
IMPLEMENTED SECURITY OBJECTIVES

²⁰ The increase in incidents and service requests was mainly linked to launch of new applications and upgrades following the deployment to ensure their proper functioning and performance.

managed. To enforce adequate access controls, authentication and data protection from the beginning, the Agency focused on designing the **new Eurodac, the Prüm and API-PNR central routers** security architectures. Moreover, the Agency’s Management Board adopted **security and business continuity plans** for the e-CODEX and the new systems (EES, ETIAS and ECRIS-TCN) and interoperability.

eu-LISA also reinforced its security information and event management (SIEM) solution in conjunction with CERT-EU (Cybersecurity Service for the Union institutions, bodies, offices and agencies) to better monitor and respond to security incidents. Moreover, the Agency organised a comprehensive **business impact analysis** on critical services, to capture a holistic picture of organisational resilience.

CYBERSECURITY POSTURE

The integration of cloud solutions requires strengthening the cybersecurity posture and defences. In line with EU Cybersecurity Regulation requirements, the Agency delivered a **cybersecurity risk assessment**, performed a security maturity assessment, finalised its **cybersecurity plan** and improved its cybersecurity framework to enhance its operational resilience. The Agency also launched security reviews on its main third-party providers to ensure security and business continuity of services provided.



100 %
SECURITY RISK ASSESSMENTS AGAINST SYSTEMS

Source: Security assurance dashboard.

SECURITY AND BUSINESS CONTINUITY EXERCISE

In September 2025, together with its stakeholders (the Member States’ and associated countries’ representatives, EUIBA, Frontex and ENISA), eu-LISA completed its **security and business continuity exercise** for SIS, VIS, Eurodac, EES and e-CODEX, to ensure an adequate level of security and resilience for systems under its mandate.

The 2025 exercise focused on identifying and mitigating potential disruptions in implementing incident management procedures in case of unexpected events and disruptive incidents.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
System security	
Enhanced security framework, capabilities, and security posture of its systems and infrastructure.	
<p> Managed IT security services business as usual</p>	<ul style="list-style-type: none"> — monitored corporate IT infrastructure, incl. incident management and response, identity and access management, — re-evaluated the cybersecurity operations, monitoring and response.
<p> Information security and assurance business as usual</p>	<ul style="list-style-type: none"> — performed risk assessments, vulnerability scanning, security reviews and penetration testing, and delivered mitigation strategies, — monitored and evaluated system security posture, incl. updating security requirements, plans, and business continuity plans, implementing EDPS recommendations, — ensured security-by-design principles; assessed security requirements, incl. architectures for new on-premises and cloud systems.
Cybersecurity	
Enhanced cybersecurity posture of its systems and infrastructure.	
<p> Cybersecurity operations services business as usual</p>	<ul style="list-style-type: none"> — enhanced cybersecurity posture (CERT-EU guidance, international standards best practice), incl. Cyber Security Incident Response Team (CSIRT), new security approach based on DevSecOps to secure cloud-native technologies, — exploring AI and cloud solutions for monitoring, detection, and incident response.
Business continuity	
Compliance with the EU regulatory framework and security requirements.	
<p> Operational business continuity business as usual</p>	<ul style="list-style-type: none"> — business impact assessments and risk management, incl. system-specific business continuity plans, — exchanged knowledge and best practices with the Member States, EUIBA and JHAAN, incl. contribution to various networks and fora.

Task: delivery date

Key deliverables

- ✔ **Business continuity and disaster recovery exercise**
project: 2025

— executed Annual Business Continuity Exercise in September 2025.

SERVICE TRANSITION AND AUTOMATION

The Agency safeguards its system integrity and minimises disruption to existing services (performance and availability) while deploying technical changes and new functionalities. To ensure operational readiness for the entry into operation of new systems, the Agency coordinates the transition from project implementation to operations. To improve efficiency and optimise costs, eu-LISA automates repetitive, labour-intensive, and time-consuming tasks.



Supported the entry into operation of VIS for EES, sBMS and EES



Progressed with the implementation of the new ITSM tool



Integrated monitoring and observability data from VIS

SERVICE TRANSITION

The Agency coordinated the rehearsals and ensured end-to-end coordination for the entry into operation of new systems: **VIS for EES and sBMS** in May and the progressive start for **EES** in October.

To provide more streamlined coordination of transition activities to its stakeholder, the Agency established the **transition activities group** for the ECRIS-TCN end-user community. eu-LISA also continued adopting a more agile release and operational change management, to improve efficiency, and enhance coordination of change planning.

OPERATIONAL SERVICE TOOLS

To move towards a comprehensive IT ecosystem – taking advantage of the cloud, AI and machine learning capabilities – eu-LISA continued implementing a **new event management system** for real-time monitoring and managing events across all systems and infrastructure, aiming to reduce response time and facilitate faster incident resolution.

The Agency **integrated VIS monitoring and observability data** to start developing the necessary monitoring dashboards.

KEY PERFORMANCE INDICATORS



96 %
OPERATIONAL AND TRANSITION REQUIREMENTS COVERAGE



76 %
OPERATIONAL CHANGES IMPLEMENTED

24% changes were cancelled in line with ticket duration retention policy: long-term activities are split into manageable tasks and re-logged into the ticketing tool.

Source: Internal reports.

In parallel, eu-LISA continued implementing a **ITSM tool** to increase efficiency through optimised and automated workflows, improve collaboration and customer experience for enhanced service delivery.

The Agency connected the first end-users to the pre-production environment to start testing and integration activities and integrated operational knowledge management process.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Service transition

Support to the operational maintenance, incl. upgrading and technical changes, Operational readiness for new systems through coordination service transition.

- ✔ **Operational change management**
business as usual

- qualification, planning, implementation, post-implementation review,
- prepared onboarding of CSP and CCP components into ITSM tool,
- concluded process alignment to ITIL4 and adaption to new ITSM tool.

Task: delivery date

Key deliverables

- ✔ **Release and deployment management**
 business as usual
- ✔ **Transition into operation**
 business as usual

- implemented releases, i.e., latest functionalities and patches,
- implemented agile approach to release management.
- coordinated transition activities (incl. transition groups and rehearsals),
- coordinated transition and operational readiness, entry into operation of VIS for EES, sBMS and EES.

Operational service tools

Implementation of the Event Management System, incl. integration of all existing and new systems.
 Efficiency, responsiveness and quality of monitoring, operations, and performance.

- ✔ **Transversal operational service tools**
 business as usual

- managed and customised tools, incl. technical administration, and licence management,
- supported and provided training to new user communities (EES, carriers and ECRIS-TCN),
- vendor support to administrators for implementing changes.

- ✔ **Event Management System implementation**
 project: 2026 (phase 1: implementation);
 phase 2 (improvements): 2027

- connected VIS and integrated relevant logs and metrics to develop monitoring dashboards.

- ⓘ **ITSM tool replacement**
 project: 2025
 new date: 2026

- ongoing implementation, incl. analysing and integrating existing ITSM processes, and onboarding of user communities.

TECHNOLOGY AND SOFTWARE ENGINEERING

The Agency improves its capabilities to streamline production, accelerate delivery of new solutions, and increase ownership of developed software. To ensure efficiency, consistency, scalability, and quality, eu-LISA applies agile and iterative development supported by tools and practices covering the full development lifecycle. Comprehensive testing of solutions and integrating services will ensure that new solutions are fit for purpose and meet set quality requirements.



Piloted software development with new Eurodac



Established a technology committee



Appointed a Chief Technology Officer function

QUALITY ASSURANCE AND TESTING

The Agency leverages the cloud-based testing tools and agile principles to improve quality assurance. Particularly, the development of the new Eurodac already demonstrates efficiency and overall quality improvements. The Agency also launched a **new Eurodac Testing Expert Group** to ensure better focus and alignment on the testing activities with earlier engagement with Member States and iterative feedback allowing faster issue resolution and reducing the burden on the final testing phase.

SOFTWARE ENGINEERING

eu-LISA continued strengthening in-house capabilities by managing build and deployment pipelines with DevSecOps tools, focusing on CI/CD automation (continuous integration, delivery, and deployment) to reduce errors, improve efficiency and shorten

KEY PERFORMANCE INDICATORS



88%

END-USER SUPPORT DURING TESTING

Requests replied in line with SLA targets. Partially on target due to high volume of requests (ECRIS-TCN, ETIAS and new Eurodac).



99%

DEVOPS TOOL AVAILABILITY

Minor performance deviations.

Source: SM9 and JIRA reports.

Indicators for test campaigns and coverage for testable requirements are obsolete as not tracked at system-level since 2025.




deployment time for new applications.

Following the adoption of the **Software Factory Strategy** in March 2025, the Agency continued scaling up its **Software Factory initiative** to improve the delivery of its projects, adopt new technologies, standardise methodologies, accelerate agile practices, enhance internal technical expertise and build a culture of continuous improvement. The Agency’s particular focus was on scaling up the new Eurodac and start a second pilot with the Prüm router implementation.

SOLUTIONS AND ARCHITECTURE

To ensure the high quality of developed solutions and applications, eu-LISA aligns the architectural design of all development initiatives with its **technology strategy**. Moreover, the Agency established a new **Technology Committee** and appointed a **Chief Technology Officer** to provide strategic guidance and strengthen technology management for improved technology selection, in line with technology strategy and regulatory requirements (e.g., data protection, the AI Act, cybersecurity standards) on adopting appropriate technology.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Quality assurance and testing	
Comprehensive quality assurance and support to testing activities. Consolidation of tools and processes, incl. improving Systems Development Life Cycle (SDLC) tools.	
 Test management business as usual	<ul style="list-style-type: none"> — supported testing activities for SIS, VIS, Eurodac, EES, sBMS, ETIAS, ECRIS-TCN, interoperability components, e-CODEX and JITs CP, — supported operations for VIS, sBMS, EES and web services, — coordination meetings, incl. testing expert groups (EES-VIS, ETIAS, interoperability, ECRIS-TCN and Eurodac), — managed test tools, incl. cloud test tools to streamline reporting and handling of software-related defects and issues.
Software engineering	
Efficient and faster deployment of new applications, leveraging CI/CD.	
 Software engineering business as usual	<ul style="list-style-type: none"> — scaled up software factory approach piloting new Eurodac and Prüm.
Solutions and architecture	
Implementation of enterprise architecture, incl. aligning architectural and technology initiatives.	
 Enterprise Architecture continuum business as usual	<ul style="list-style-type: none"> — established Technology Committee, — organised Tactical Architecture Meetings.

ADVISORY GROUPS AND PROGRAMME MANAGEMENT BOARDS

The Agency supports eu-LISA’s governance bodies by organising the meetings of its **Advisory Groups, Programme Management Boards**, as well as various other cooperation and working groups, to coordinate their daily work, discussions and ensure alignment with stakeholder needs.



Achieved **99.4%** stakeholder satisfaction rate



Established governance bodies for Prüm router, API-PNR-PNR router and EU VAP

HIGH-QUALITY STAKEHOLDER SUPPORT

The Agency organised and delivered almost **130 meetings**, 90 technical workshops, and dedicated ad-hoc sessions with the Member States, covering **20 governance bodies**, including **new governance bodies for Prüm router, API-PNR router and EU VAP**.

The Agency chaired 44 meetings (EES-ETIAS, ECRIS-TCN, JITs CP, API- PNR and Interoperability AGs). In October, following the entry into operation of EES, the Agency handed over the chairmanship of the EES part of the EES-ETIAS AG to a Member State.

The annual stakeholder satisfaction survey confirmed the high quality of stakeholder support, reaching **99.4% satisfaction rate**, marking good communication, cooperation, and efficiency of the support.

KEY PERFORMANCE INDICATORS



99.4% **STAKEHOLDER SATISFACTION**

Satisfaction with organisational and secretarial support.

Source: Stakeholder satisfaction survey.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Advisory Groups	
High-quality support to Advisory Groups, Programme Management Boards, incl. working groups and technical workshops.	
<p><input checked="" type="checkbox"/> Administrative support to Advisory Groups business as usual</p>	<ul style="list-style-type: none"> organised and supported meetings, incl. working, and cooperation groups, technical workshops and ad hoc events, monitored the implementation of decisions and meeting outcomes, established new governance bodies for Prüm and API-PNR routers and EU VAP.
<p><input checked="" type="checkbox"/> Administrative support to other meetings and missions business as usual</p>	<ul style="list-style-type: none"> supported staff missions, incl. conferences, events, stakeholder briefings.
Evaluation	
Implementation of action plan addressing the findings of the Agency’s evaluation.	
<p><input type="checkbox"/> Action Plan on the findings of the Agency’s evaluation business as usual</p>	<p>Activity did not start in 2025 as the external evaluation report was adopted in January 2026.</p>

1.9. CORPORATE ACTIVITIES

GOVERNANCE

Governance and compliance

Meeting its strategic objectives and stakeholder expectations as well as ensuring full compliance with the EU regulatory framework requires transparent and effective governance, efficient resource alignment and strategic management of capabilities, and data-informed decision-making.



Adopted revised corporate key performance indicators



Achieved 98% implementation rate for audit recommendations



Closed one outstanding audit recommendation

DATA PROTECTION

To ensure a high level of data protection in full compliance with fundamental rights and EU data protection law, including system-specific provisions, the Agency focused on data protection aspects of the entry into operation of VIS for EES, sBMS and the progressive start of EES. Moreover, the Agency reviewed drafts of the EU VAP and API-PNR secondary legislation and increased collaboration the Commission and Council of EU.

The Agency also mapped **data privacy and AI Act requirements** on possible generative AI use cases under consideration to enhance contract management, procurement, and legal support.

INTERNAL AUDIT CAPABILITY

eu-LISA continued the systematic assessment of the effectiveness of its governance, risk management and control processes. The Agency **achieved a 98% implementation rate** for audit recommendations, reinforcing an improvement-oriented approach across the Agency. The Agency also technically **closed one outstanding audit recommendation** on sourcing of human resources. Moreover, eu-LISA also successfully delivered its internal audit plan (**94%**).

Additionally, the Agency implemented **a new audit management solution** to increase efficiency through end-to-end management of audit activities for improved compliance with audit Standards and confidentiality, integrity, and availability of processed information.

GOVERNANCE AND COMPLIANCE

The Agency continued strengthening its internal control system, implementing its **Internal Control Strategy action plan** focusing on improving contract management, assessing its **internal control framework** and monitoring corporate risks and issues.

eu-LISA also revised and updated its **corporate KPIs** to support decision-making and improve performance management and progressed with the **Balanced Scorecard initiative**.

To improve organisational development, performance and quality of governance, eu-LISA implemented a **strategic management action plan** to strengthen the management and delivery of the JHA systems under its remit, incorporate new technological advances (sovereign cloud, AI), improve talent attraction and stakeholder relations.

KEY PERFORMANCE INDICATORS



100 %

EDPS AUDIT SUPPORT

Requests and consultations managed.



72%

IMPLEMENTED RECOMMENDATIONS

Overall EDPS recommendations implemented.



4

OUTSTANDING EDPS RECOMMENDATIONS

No outstanding EPDS recommendations older than a year.



98%

IMPLEMENTED RECOMMENDATIONS

One outstanding recommendation was closed with the adoption of the Agency's sourcing strategy on December 2025. The Agency was progressing with another outstanding recommendation on contract monitoring tool.

Source: DPO and IAC annual reports.

SUSTAINABILITY REPORTING

The Agency published its annual **Sustainability Report 2024** which highlights the progress made across environmental, social, and economic areas. It also highlights the actions taken, results achieved, and the steps planned to further embed sustainability into the Agency's daily operations.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Data protection	
Compliance with applicable data protection standards, requirements and regulations, incl. system-specific provisions.	
<input checked="" type="checkbox"/> Data protection business as usual	<ul style="list-style-type: none"> — monitored and strengthened data processing activities, incl. assessing data protection processes and controls, implemented recommendations, managed data protection registers, delivered status reports, — supported audits, incl. consulting and responding to EDPS requests, — participated in relevant fora, i.e. networks, EU institutions, and bodies, — fostered culture of data protection.
Project management	
Effective project management capabilities, performance and efficient use of resources.	
<input checked="" type="checkbox"/> Programme and project management²¹ business as usual	<ul style="list-style-type: none"> — coordinated inputs for monthly reports (PMB) and biannual progress reports to the European Parliament and the Council, — established new IT practice, incl. supporting project governance, — supported integrated planning process and related tooling.
Internal audit capability	
Compliance with applicable internal control requirements.	
<input checked="" type="checkbox"/> Internal audit business as usual	<ul style="list-style-type: none"> — provided risk-based and objective assurance, advice and foresight, updates on audit conclusions and implementing recommendations from IAS, ECA, OLAF and IAC, incl. IAC annual report 2025, — coordinated internal and external audits, — deployed audit management tool, — adopted new anti-fraud strategy for 2025–2027, — assessed internal control processes, controls and related risks, incl. anti-fraud strategy, whistleblowing process, transparency register.
Governance	
Strong internal control and quality management and compliance with applicable requirements and good governance.	
<input checked="" type="checkbox"/> Corporate governance, compliance and quality management business as usual	<ul style="list-style-type: none"> — assessed Internal Control Framework, implemented the Internal Control Strategy, registered exceptions and non-compliance events, monitored corporate risks, — followed up on quality management activities, improved effectiveness and clarity of governance, incl. internal charters for subdivisions, — coordinated strategic action plan, prepared statutory documents (SPD, CAAR), updated corporate KPIs.
<input checked="" type="checkbox"/> eu-LISA service and process framework business as usual	<ul style="list-style-type: none"> — managed and updated product and service, and process catalogue, — delivered the annual report on process KPIs, — strengthened the knowledge management process with a dedicated tool, — pilot project for digitalisation of processes.
<input checked="" type="checkbox"/> Continuous improvement of eu-LISA services and processes project: 2026	<ul style="list-style-type: none"> — reviewed and updated services and processes, incl. related KPIs, focus on critical processes (e.g., contract management, asset management), — maintained continuous service improvement register.
<input checked="" type="checkbox"/> Corporate horizontal tasks business as usual	<ul style="list-style-type: none"> — coordinated, supported, and managed departments and units.

Stakeholder management and communication

Maintaining and reinforcing eu-LISA's image as a trusted and reliable partner in its areas of expertise, requires effective communication and close collaboration with stakeholders – the Member States, Schengen Associated Countries, EU institutions and agencies, the industry (including passenger carriers). eu-LISA provides expertise in technical matters to the relevant legislative initiatives,

²¹ As the project assessment indicator's value is expressed as the average percentage of deviations (in terms of costs, schedule, and scope), with only one standard project in scope (implementation of Entry/Exit System), the calculation for 2025 was not applicable. Moreover, with the introduction of agile principles for the project management, indicator related to the compliance of the completed projects using Prince 2 artefacts during their lifecycle became obsolete and will be replaced by new KPIs in 2026.

supporting stakeholders in managing demands and conducting business analysis.



Organised a high-level conference on EU’s strategic autonomy



Launched new website with newsletter feature

HIGH-LEVEL CONFERENCE

On 1 October, eu-LISA organised its high-level conference on the role of sovereign technologies in EU’s security (“Strategic Autonomy in Action: Keeping Europe and its Borders Secure with Trusted Technology”), bringing together EU institutions, national authorities, industry, and academia to discuss the interplay between technology, rule of law, autonomy, and digital skills essential for EU’s security and sovereignty and eu-LISA’s role in the context of the EU’s quest for strategic autonomy.

ENGAGEMENT AND PROFESSIONAL VISIBILITY

Using online and offline media and platforms, eu-LISA promoted its role and achievements as a key enabler of EU JHA policies, including visibility campaigns marking the 30 years of SIS, the 40 years of Schengen, and dedicated campaign on the entry into operation of EES.

The Agency deployed a new corporate website to improve communication quality, visibility, and stakeholder engagement. eu-LISA also prepared digital newsletters and new promotional leaflets (“Making Europe Safer and Secure through Technology”) to raise awareness and promote the role of the Agency. Moreover, the Agency launched a “Behind the Systems” series to highlight achievements in developing and operating Europe’s critical IT systems, and cross-team collaboration supporting delivery of key milestones.

BUSINESS RELATIONS MANAGEMENT

The Agency fostered constructive business relations with the Member States, EU institutions and EU agencies, industry and academia, actively engaging in technical and strategic discussions, analysing and assessing business demands and, when requested, provided its expertise and support to the legislative and policy-making process in the JHA domain.

PARTNERSHIP WITH THE MEMBER STATES, EU INSTITUTIONS AND AGENCIES

eu-LISA collaborated with the Member States, Schengen Associated countries, EU agencies and institutions bilaterally and through networks, i.e., the JHA Agencies Network (JHAAN) and the EU Agencies Network (EUAN), to share its technical expertise, enhance efficiency and synergies. The Agency worked on renewing cooperation agreements with relevant

KEY PERFORMANCE INDICATORS



185 968 WEBSITE’S VISITORS

- ▲ 3 % unique visitors
▲ 118 % average time spent on website
▼ 28 % decrease in bounce rate (38% vs 53% in 2024).



129 NEWSLETTER SUBSCRIBERS

For the new newsletter feature.



+4199 LINKEDIN FOLLOWERS
+609 FACEBOOK FOLLOWERS

YouTube (+89 new followers) and X (-19 followers) are not an active social media channels for eu-LISA.



231 SOCIAL MEDIA POSTS

Average posts per platform reaching a potential audience of over 1.2 million viewers and registering 27194 interactions.



80 % PARTICIPATION RATE

Participation rate for annual communication satisfaction survey.



93 % SATISFACTION RATE

Satisfaction with communication channels and activities.

Source: Web and social media analytics; Annual Satisfaction survey.

Agencies and maintained close cooperation with the Member States holding the rotating Presidency of the Council of the EU – **Poland** and **Denmark**.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Stakeholder management	
Transparent, constructive collaboration with Management Board and its Audit, Compliance, and Finance Committee (ACFC).	
<input checked="" type="checkbox"/> Administrative support to the Management Board business as usual	<ul style="list-style-type: none"> — organised and supported meetings, monitored the implementation of decisions, — organised five Board meetings (one extraordinary), six ACFC meetings (one extraordinary).
Policy monitoring and coordination	
Proactive support to technical and strategic discussions, the legislative process and implementation of EU policies.	
<input checked="" type="checkbox"/> Liaising activities business as usual	<ul style="list-style-type: none"> — supported the Executive Director and operations, maintained repository of legal instruments, — represented eu-LISA's position at various EU level meetings, cooperated with stakeholders.
<input checked="" type="checkbox"/> Policy monitoring and coordination business as usual	<ul style="list-style-type: none"> — monitored relevant policy, strategic and legislative developments, incl. internal policy, legislative, and impact analysis, — revised cooperation plans with ENISA, Eurojust, and CEPOL, — hosted various visits, briefings and organised its high-level conference.
Business relations management	
Productive relationships with stakeholders, incl. demand management, business analysis and requirements assessment.	
<input checked="" type="checkbox"/> Business relations management business as usual	<ul style="list-style-type: none"> — managed business relations, incl. business to build (B2B), assessed impact of new initiatives, — captured and analysed business demands and requirements (incl. converting approved demands into requirements for development), — represented eu-LISA at all governance levels (AGs, PMBs, MB), EU institutions and industry, incl. chairing AGs and working groups.
Communication	
Improvement of eu-LISA's professional reputation and stakeholder engagement, and efficiency of the communication.	
<input checked="" type="checkbox"/> Communication business as usual	<ul style="list-style-type: none"> — ensured regular communication via various channels, incl. broadening online and social media presence, — raised awareness on annual priorities, incl. EMAS certificate, promotion of main visibility events (industry roundtables, conference), — highlighted progress with implementing new IT systems.
Support to the Commission and Member States	
Support to the Member States, the Commission and other relevant EU agencies in developing and managing of systems.	
<input type="checkbox"/> Support to the Commission and Member States ad hoc, as requested	No requests by the Commission or Member States under Articles 9 and 16 of eu-LISA's establishing Regulation.

CORPORATE SUPPORT

Corporate security and business continuity

The Agency maintains and improves the high level of physical security in and around its facilities in response to changing business needs, further strengthening its business continuity capabilities.



Protected all physical assets, facilities, and staff



Organised 2 security exercises



Completed security culture and training framework

PHYSICAL SECURITY

The Agency protected its physical assets through **planned security measures and management**, including effective guarding services, and organising two security exercises to assess preparedness, validate response procedures and strengthen resilience against security incidents.

SECURITY CULTURE AND CYBERSECURITY

The Agency launched a **Security Culture and Training Framework** to address the human factor in security and facilitate the engagement and commitment amidst of growing number of staff and strengthen organisational security and safety culture. The framework focuses on core behaviour through series of phishing campaigns, role-based training, and Capture the Flag initiative.

Considering the ongoing migration of corporate IT services to the cloud, the Agency puts more attention to enhancing its cybersecurity posture and awareness, covering various themes from AI bias to counterintelligence.

KEY PERFORMANCE INDICATORS



2

SECURITY AND BUSINESS CONTINUITY EXERCISES (SBCE)

In Tallinn and Strasbourg.



100 %

BUSINESS CONTINUITY CONTROLS COVERAGE



100 %

IMPLEMENTATION OF RECOMMENDATIONS OF SBCE

Source: Security assurance dashboard; Implementation reports.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Corporate security	
High-level physical security of eu-LISA facilities, assets, and staff.	
<p><input checked="" type="checkbox"/> Protective security business as usual</p>	<ul style="list-style-type: none"> — 24/7 protective security service in all premises, — security systems and infrastructure maintenance, incl. security landscape monitoring and alignment of security measures.
<p><input checked="" type="checkbox"/> Security governance and continuity management business as usual</p>	<ul style="list-style-type: none"> — security governance and continuity management, incl. cooperation, outreach, and awareness events.
Business continuity	
Continuous improvement of business continuity and security processes.	
<p><input checked="" type="checkbox"/> Business continuity management business as usual</p>	<ul style="list-style-type: none"> — updated and standardised security requirements incl. business continuity.
<p><input checked="" type="checkbox"/> Implementation of security and business continuity recommendations business as usual</p>	<ul style="list-style-type: none"> — updated security and business continuity processes based on recommendations from exercises, inspections, and audits.

Human resources management

Achievement of strategic objectives requires effective human resources management based on a competency-based management, attracting diverse talent and targeted professional development.



Adopted the Sourcing Strategy



Increased occupancy rate and reduced the duration of recruitment



Enhanced ethics framework

HUMAN RESOURCES MANAGEMENT

The Agency **updated its organisational structure** to ensure better delivery of its mandate and objectives, foster efficiency and enhance compliance.

The Agency also adopted its **sourcing strategy** to ensure a comprehensive approach to addressing future workforce needs, and progressed with defining the **HR strategy**, identifying strategic areas to serve as the foundation for aligning HR actions with eu-LISA's evolving needs, and ensuring cohesive, forward-looking approach to managing and developing our talent. The Agency also **enhanced its ethics framework** by adoption of a revised Code of Conduct and Good Administration.

Moreover, the Agency continued **improving its occupancy rate** and reduced the duration of the selection process (see more under *Human resources management*).

The Agency conducted an agency-wide engagement survey with 76 % participation rate, reaching 3.7 engagement out of 5. A qualitative analysis showed that, in general, employees value the meaningfulness of their work at eu-LISA and the contribution they can make to a safer Europe and the life of EU citizens.

KEY PERFORMANCE INDICATORS



20.7 %

ADMINISTRATIVE RESOURCES

68.4 %

OPERATIONAL RESOURCES



88.2 %

OCCUPANCY RATE

Occupancy rate without job offers below target due to the additional posts granted with new Eurodac and Screening.

Occupancy rate with job offers 94.5%.



4.8 %

STAFF TURNOVER

Source: Staff benchmarking exercise 2025; HR database, SYSPER reports.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Human resources management

Efficient management of human resources and targeted professional development of competencies.
Strong positioning as an employer of choice in the IT landscape.

Human resources administration and planning

business as usual

- managed human resource processes from selection and onboarding to contract termination,
- digitalised processes (i.e., SYSPER, iLearn platforms), performance management (incl. HR statistics monitoring).

Competency-based HR management

business as usual

- implemented competency-based approach,
- developed staff and enhanced leadership, incl. improved talent acquisition, new rewards and recognition initiatives,
- ensured well-being and reinforced organisational culture and values, incl. diversity, inclusion, staff engagement action plans.

Procurement and contract management

Strong procurement and contract management ensures transparent, cost-efficient and fair use of public resources. To protect its financial interests, the Agency applies zero-defect principles to minimise non-compliance and ensure high-quality of its contracts.



Received clean opinion from ECA on 2024 financial year



Defined a procurement strategy



Launched Dynamic Purchase System

PROCUREMENT AND CONTRACT MANAGEMENT

As a results of its continuous efforts in improving the quality of system-specific contracts and contractual amendments, the Agency received **a clean opinion from the European Court of Auditors (ECA) on the 2024 financial year.**

To further strengthen the procurement process through strategic structuring and increased control, the Agency defined **a procurement strategy** to improve execution of the operational planning and ensure seamless transition from existing contractual arrangements. Additionally, the Agency reviewed its end-to-end procurement and contract management process to enhance quality of sourcing and the use of financial resources.

Particularly, the Agency launched a **Dynamic Purchase System** for more flexible and efficient procurement process. The first competition launched covered EES and web services maintenance and API-PNR development.

KEY PERFORMANCE INDICATORS

 **0 %**
RATE OF TENDERS CANCELLED AFTER LAUNCH

Efficiency of the procurement process.




 **66 %**
PROCUREMENT PROJECTS ON SCHEDULE

Acquisition management.

 **100 %**
IMPLEMENTATION OF PROCUREMENT PLAN

Source: Procurement plan and report.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Procurement	
Sound compliant and transparent procurement and contract management.	
 Procurement and acquisition management business as usual	<ul style="list-style-type: none"> — managed, coordinated, and monitored procurement, acquisition and contract management, incl. revamped the contract monitoring tool, — strengthened procurement capabilities, incl. consolidating services and improving advice on specific and highly complex cases, — supported external audits.
Contract management	
Enhanced monitoring of contractual implementation, risk and performance management.	
 Contract management business as usual	<ul style="list-style-type: none"> — supported the execution of transversal framework contracts (TEF/TOF and others) for core business systems, — supported external audits on contract management.
 Transition of outsourced services business as usual	<ul style="list-style-type: none"> — supported and prepared the transition to the new procurement framework.

Budgetary and financial management and accounting

Strong financial and budgetary management, supported by effective reporting and analytical capabilities, ensures transparent and cost-efficient use of public resources. The Agency also maintains sound accounting controls to ensure proper presentation of its financial position.



Reached 100% budget implementation rate



Achieved lowest carry-over cancellation rate

BUDGETARY AND FINANCIAL MANAGEMENT

In 2025, the Agency consumed its assigned budget, including the increase due to the budget amendment at the end of the year, **reaching 100% execution rate for commitments and payments** (with 2% of carry-forward). The Agency achieved its **lowest cancellation rate** for non-differentiated appropriations to date.




eu-LISA redesigned **its financial circuits** to specify compliance checks and clarify roles involved in budgetary and financial transactions. To improve financial reporting and risk management for critical investments, the Agency introduced **tailored dashboards and analytics**. Moreover, the Agency started building a **dedicated IT tool** to increase the efficiency of budgetary scheduling process as well as budget control and data quality.

The Agency also completed the transition of its budgetary management from current accrual-based accounting system **ABAC to the** EU's new corporate financial platform **SUMMA**. Already used by several EU institutions, it will offer integrated ecosystem for financial lifecycle management, thus enhancing the efficiency, control, and analytic capabilities for budgetary and financial processes.

SOUND ACCOUNTING

The Agency delivered the **provisional and final accounts** for 2024 and maintained sound accounting controls.





PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Budgetary and financial management	
Sound and transparent financial management, financial risk management, and budgetary performance assessment.	
 Budgetary, asset and financial management business as usual	<ul style="list-style-type: none"> — transitioned from ABAC to SUMMA, — managed budgetary and financial services, incl. financial reports, — improved analytical capabilities, financial processes and procedures, incl. forecasting, and activity-based budgeting.
 Internal financial controls, audits related to procurement and finances business as usual	<ul style="list-style-type: none"> — maintained financial transactions checklists and workflows, — revised financial controls and procedures, considering ECA's findings.
Accounting	
Sound accounting controls and proper presentation of eu-LISA's financial position.	
 Accounting business as usual	<ul style="list-style-type: none"> — maintained effective accounting controls and safeguarded assets, — delivered provisional and final accounts, — supported external auditors and ECA.

Legal services

The Agency operates in compliance with applicable regulations and in strict observance of good governance and administrative practices to guarantee transparency and accountability in its activities, processes, and decision-making as well as safeguarding its interests and reputation.

KEY PERFORMANCE INDICATORS

-  **100%**
COMMITMENT APPROPRIATIONS IMPLEMENTATION RATE
-  **100%**
PAYMENT APPROPRIATIONS IMPLEMENTATION RATE
Including 2% of carry-forward to 2026.
-  **4%**
CARRIED OVER PAYMENT APPROPRIATIONS CANCELLATION RATE
-  **89%**
PAYMENTS EXECUTED WITHIN STATUTORY DEADLINES
Not on target due to the exhaustion of payment appropriations.
Source: ABAC data warehouse.



Ensured high-quality legal advice and opinion



Successful results with litigation and prelitigation

LEGAL AND REGULATORY COMPLIANCE

The Agency continued building in-house capacity and reinforcing its legal team to provide legal assessments and advice on IT systems under its mandate. To ensure compliance with applicable EU legislation, particular focus was on the online carrier tools and the ETIAS chatbot; the VIS Recast; the EU VAP, the EU Digital Travel Application and Digital Travel Credentials, API-PNR and the ENISA Single Reporting Platform.

PUBLIC ACCESS TO DOCUMENTS

eu-LISA also managed requests for access to documents, balancing transparency and protecting confidential information. The Agency received 22 requests for access to documents, fully disclosing 58, partially disclosing 28, and denying access to 14 documents. The Agency processed four confirmatory applications, fully disclosing 5 and partially disclosing 14 documents.

Additionally, the Agency received 17 consultation requests, fully disclosing 14, partially disclosing 10, and denying access to 2 documents.

The partial redaction and the refusal of access were necessary to protect the privacy and the integrity of the individual, and safeguard the public security (e.g., contained information related to technical aspects of the large-scale IT systems), ongoing decision-making processes and commercial interests.

KEY PERFORMANCE INDICATORS



90% SERVICES PROVIDED ON TIME

Legal advice, opinion, representation, and best practice suggestions provided within the required deadlines.



72.27% INITIAL REQUESTS REPLIED ON TIME

Delays due to the short institutional deadline (15 working days).



70.58% CONSULTATIONS REPLIED ON TIME

Delays due to the short institutional deadline (5 working days). Several documents required additional review due to sensitive context.



82% INITIAL APPLICATIONS NOT ADVANCING CONFIRMATORY STAGE

4 requests out of 22 advanced to confirmatory stage.

Source: Quarterly Microsoft Planner reports.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date

Key deliverables

Legal services

Sound and high-quality legal advice, expertise and opinion that prevents reputational or financial damage to the Agency.

Legal services business as usual

- advice and opinion, i.e., staff, procurement, IT, governance matters,
- legal representations in national and EU courts,
- requests to public access to documents.

Corporate support services

Ensuring an optimised and flexible working environment across all locations requires secure, efficient and functional infrastructure aligned with eu-LISA's business needs. The Agency is also committed towards becoming an environmentally sustainable organisation and achieve carbon neutrality by 2030.



Inaugurated Liaison Office and ASPIRE building



Installed containerised modular data centre



Received EMAS certification

REAL ESTATE AND BUILDING CAPACITY²²

To ensure resilience and availability of EU JHA systems, eu-LISA continued improving data centre **power, and cooling capacity** to accommodate the new systems and growing data volumes. The Agency also installed a **containerised modular data centre** (MDC2.1, a flexible and scalable solution that does not require any new construction), improving storage and processing capacity without increasing the carbon footprint.

Moreover, eu-LISA **inaugurated the ASPIRE office in Strasbourg** and in parallel, started phasing-out from its Platon building in the Illkirch-Grafenstaden district. **eu-LISA's Liaison Office** in Brussels also moved into new premises. All new buildings are BREAAAM-certified, with ASPIRE also BEPOS Effinergie-certified.

ENVIRONMENTAL MANAGEMENT

The Agency continued implementing its environmental system, aligned with the **European Eco-Management and Auditing Scheme** (EMAS). In April, eu-LISA became the 13th EU agency to receive a **EMAS certificate**. The annual external verification audit highlighted green public procurement rules, AI energy management tool in Tallinn and waste management improvements.

The Agency also completed an **energy audit** at its premises to improve monitoring of the carbon footprint calculation. To raise awareness and remain transparent about its environmental performance, eu-LISA published its **carbon footprint factsheet**.

MODERNISING DIGITAL WORKPLACE

eu-LISA started migrating selected IT services to **cloud-based platforms**. Particularly, the Agency finalised requirements analysis and started implementing new ITSM tool to improve the daily coordination and user experience across corporate support.

Moreover, eu-LISA accelerated scaling and securing its digital workspaces while enhancing enterprise content management. Notably, the Agency launched new **cloud-based document management system**, enabling highly available, scalable, and secure repository of documents for improved efficiency and agility. eu-LISA also started implementing AI capabilities to improve digital workflows and support seamless collaboration.

KEY PERFORMANCE INDICATORS



COST

No deviation.



SCHEDULE

Deviation below 10% due to construction delay with the MDC2.1 implementation without impact on the system deployment.



SCOPE

No deviation.

Source: Programme board report.



+54%

GREENHOUSE GAS EMISSIONS

tCO₂eq emissions increased due to the license and hardware, new office buildings acquisition and the MDC2 construction.

Also due a more accurate calculation methodology for scope 3.



100%

ENVIRONMENTAL REGULATORY COMPLIANCE

Source: Environmental statement and EMAS report



99.99%

SERVICE AVAILABILITY

Uptime for corporate applications.



82%

END-USER SATISFACTION

CSAT level (industry baseline 70).

Source: Monthly service reports, Annual ICT Satisfaction Survey

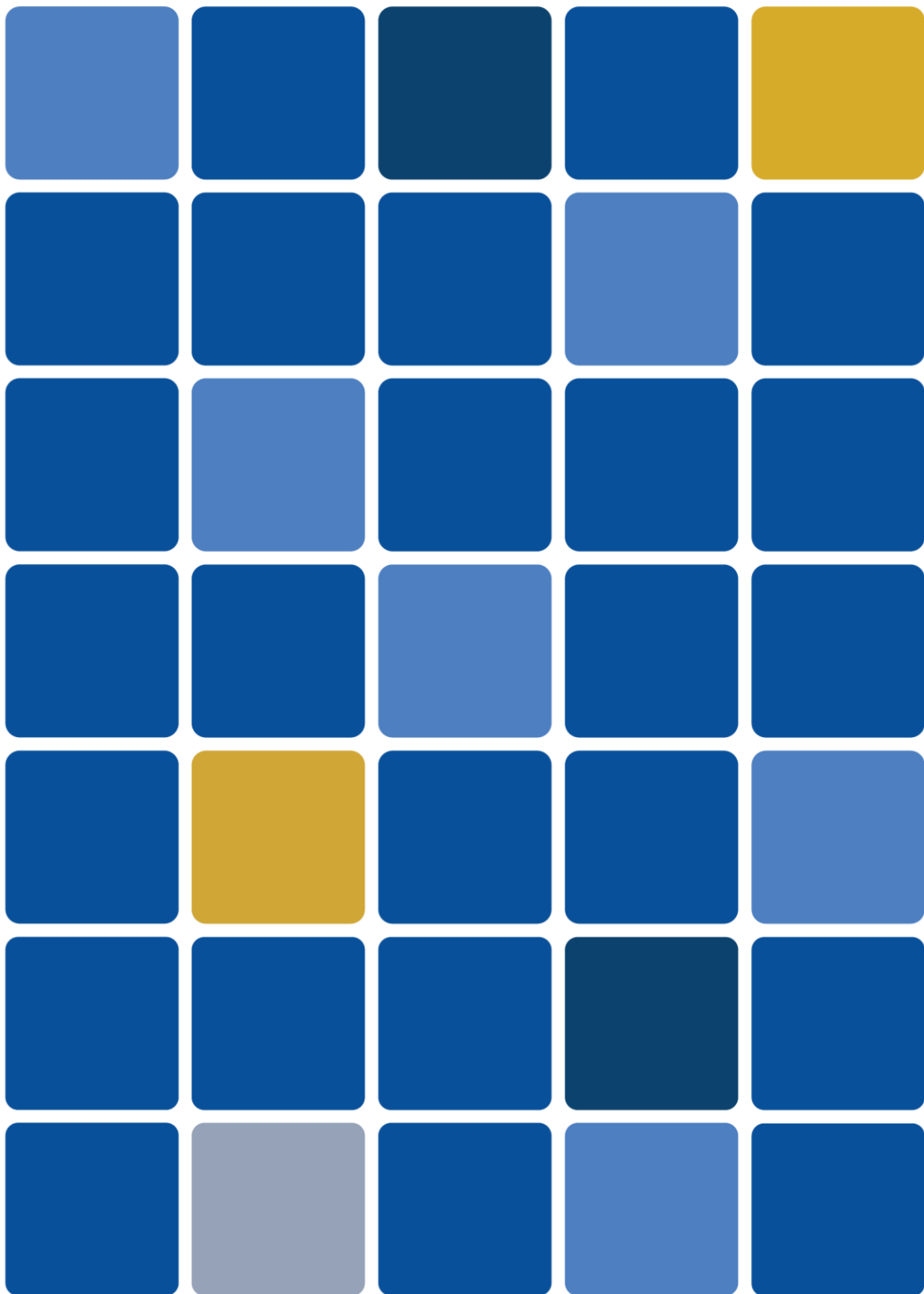
²² The Agency established Real Estate Capacity Programme to manage the interdependent and interrelated projects such as the Second Extension Project, the Modular Data Centre 2, BCUMDC, Power and Cooling Increase and the Aspire project.

PROGRESS PER TASKS AND PROJECTS

Task: delivery date	Key deliverables
Capacity increase (real estate) programme	
Addressed capacity demands, incl. optimizing computing resources, power, and cooling systems.	
<p>✔ Capacity increase for data centres project: 2030</p>	<ul style="list-style-type: none"> — concluded power and cooling project (phase I: extra power generator); preparation started for phase II, — new office spaces in Strasbourg (ASPIRE) and in Brussels, — discussions with Austria on additional power and cooling capacity for St Johan im Pongau.
General support	
Reduced environmental footprint and EMAS certification.	
<p>✔ General services business as usual</p>	<ul style="list-style-type: none"> — obtained EMAS certification in April 2025, renewal audit in September, — implementing EMAS action plan (e.g., new waste management system), — provided support services, i.e., space management, missions, facility operations, health, and wellbeing.
<p>✔ General services upgrades project: 2030</p>	<ul style="list-style-type: none"> — local improvements to underground coating structure in the data centre and tertiary building, — optimised central unit site, e.g., access road, water retention pond, parking lot.
Corporate ICT	
Effective maintenance and evolution of corporate ICT infrastructure and processes.	
<p>✔ Corporate ICT services business as usual</p>	<ul style="list-style-type: none"> — daily maintenance of corporate ICT infrastructure and applications, incl. testing and developing new tools, — high-quality ICT services, incl. monitoring service quality, improving end-user support.
<p>✔ Corporate ICT upgrades and improvement initiatives project: 2030</p>	<ul style="list-style-type: none"> — implementing ITIL practices, incl. evaluation of a new ITSM application, — modernising digital workplaces: migration to cloud, virtual desktop infrastructure service setup, — initiated development of dev/test/pre-prod environments, — implementing Enterprise Content Management programme, incl. new website, intranet/extranet, and document management system.

2

MANAGEMENT



2.1. MANAGEMENT BOARD

The Agency maintained close, constructive, and transparent collaboration with the Management Board regularly updating it on key risks and issues and their mitigation measures, open audit recommendations, real estate programme, systems operations and development progress and planning among the Member States, and migration to TESTA EIRIS.

The Board reaffirmed its strong **commitment to implement the interoperability architecture**, the progressive start of EES in October 2025 and the timely readiness of Eurodac by June 2026, while continuously monitoring system operations and implementation.

The Board adopted several significant decisions in 2025 ensuring eu-LISA's continuity and governance:

- appointment of the **Executive Director**, the Data Protection Officer and the Accounting Officer *ad interim*, Data Protection and assistant Data Protection Officers,
- high-level roll-out plan for the **progressive start of the EES**,
- **revised Interoperability Roadmap** for 2025–2026, and for 2027–2028 (except for revised VIS and EU VAP),
- hosting of the carrier onboarding and support tool (COBST) on the infrastructure as a service,
- the **cloud strategy** and the **Anti-Fraud Strategy** for 2025–2027),
- **statutory planning and reporting documents**, i.e., single programming document, interim and consolidated annual reports, together with reports on the technical functioning of systems and statistics, and progress reports for EES, API-PNR and Prüm routers,
- updated and revised **corporate key performance indicators**,
- **security and business continuity plans** for EES, ETIAS, e-CODEX, ECRIS-TCN and interoperability components, **disaster recovery plan**, and security rules for communication information systems,
- **final accounts** for 2024, an amendment to the 2025 budget and draft budget for 2026,
- implementing rules on **authorised travel** (mission guide).

Additionally, the Board's Audit, Compliance, and Finance Committee (ACFC) monitored the eu-LISA's risk management and internal control framework, the planning, and execution of the Agency's budget, and the status of open audit recommendations.

To ensure transparency and raise public awareness of its activities, the Agency published summaries of the Management Board meetings on its website.

2.2. MAJOR DEVELOPMENTS

ENTRY INTO OPERATIONS

In 2025, the Agency made significant process in implementing new systems by launching the **VIS for sBMS and EES, and sBMS in May** and the progressive start of EES in October, setting a strong foundation for the execution of the interoperability roadmap.

REVISION OF INTEROPERABILITY ROADMAP

In March 2025, the Justice and Home Affairs Council endorsed the **revised interoperability roadmap for 2025–2026**, developed in collaboration with Member States, the European Commission, and JHA agencies, to provide a realistic and flexible path for strengthening Europe's security architecture.

The Agency also advanced preparations for the years **2027–2028**, including the alignment of the EES and the SIS with the interoperability architecture, introduction of the MID, the entry into operation of Prüm router and the broader operationalisation of the interoperability architecture in 2028. The Council's endorsement of the

2027–2028 roadmap in December 2025 provides strategic clarity and ensures that Europe’s information systems operate in a coherent, efficient, and future-proof manner. The remaining elements of this phase – **revised VIS** and **EU VAP** – were endorsed by the JHA Council in March 2026.

PROPOSAL FOR EU DIGITAL TRAVEL APPLICATION (EU DTA)

The Agency provided its technical expertise and input to the European Parliament and the Council to support the ongoing negotiations of the proposal on the digitalisation of travel documents and travel facilitation initiative – **EU DTA**.

MIGRATION TO TESTA-EIRIS

In response to the evolving technical standards and business needs, the Commission’s DG DIGIT, in cooperation with eu-LISA continued designing and developing a new trans-European network, **TESTA EIRIS** (interconnectivity and exchange platform for EU), to replace the TESTA-ng network by the end of 2027.

2.3. BUDGETARY AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT

eu-LISA’s budget for the 2025 financial year was financed by funds from various sources, with the main revenue coming from the **annual subsidy** received from the general EU budget.²³ In addition, eu LISA received contributions from associated countries, as partial reimbursement of expenditures incurred by the Agency, and contribution under from JI’s CP contribution agreement (see Annex VI).

To strengthen internal controls for financial, asset and budgetary management, the Agency:

- **redesigned financial circuits** to better specify compliance checks and roles of actors involved in budgetary and financial transactions, refining compliance checks for transactions above 1.5 million euros,
- **aligned financial operations and workflows** with SUMMA,
- **designed unified workflow for budgetary and legal commitment** to further simplify the process,
- **enhanced reporting and analytics** to support the decision making and risk management for critical investments.

BUDGETARY IMPLEMENTATION

In 2025, eu-LISA managed a budget of **311 million euros in commitment appropriations** and **338.1 million euros in payment appropriations**, received as EU contribution.²⁴

The Agency **fully executed the 2025 EU subsidy**, addressing resource gaps through reprioritisation, utilisation of alternative revenue sources, the support received under the global transfer exercise (**47 million euros in additional payment appropriations**), and transfers from the administrative to operational expenditure.

Effective implementation resulted in **100% execution of both commitment and payment appropriations**, including a 2 % carry-forward of administrative expenditure to 2026. In 2025, the Management Board approved **one amendment** to the budget (47 million euros) **to increase payment appropriations for operational expenditure**:

- **41 million euros** due to the **EES** progressive entry into operation, including maintenance of software licences and hardware,
- **6 million euros** due to the **SIS** project timeline and milestones adjustment.

²³ See section III, title 11, chapter 10 ‘Border Management – Decentralised Agencies’. The EU contribution relates to C1 commitment and payment appropriations (voted credits for the current budgetary year). See also Articles 45(5) and 46(3) of establishing Regulation.

²⁴ Final statement of revenue and expenditure for 2025, adopted by the Management Board as per Article 45(7) of the eu-LISA Regulation.



Commitment appropriations (C1, in EUR million)

224.139
million euros

1588
total commitments

Execution:	100%	100%	100%	100%
Voted:	49.814	37.030	224.139	310.982
Consumed:	49.814	37.030	224.139	310.982
Carried over:	0.294	7.770		8.064
	Title 1: staff expenditure	Title 2: infrastructure and operating expenditure	Title 3: operational expenditure	TOTAL

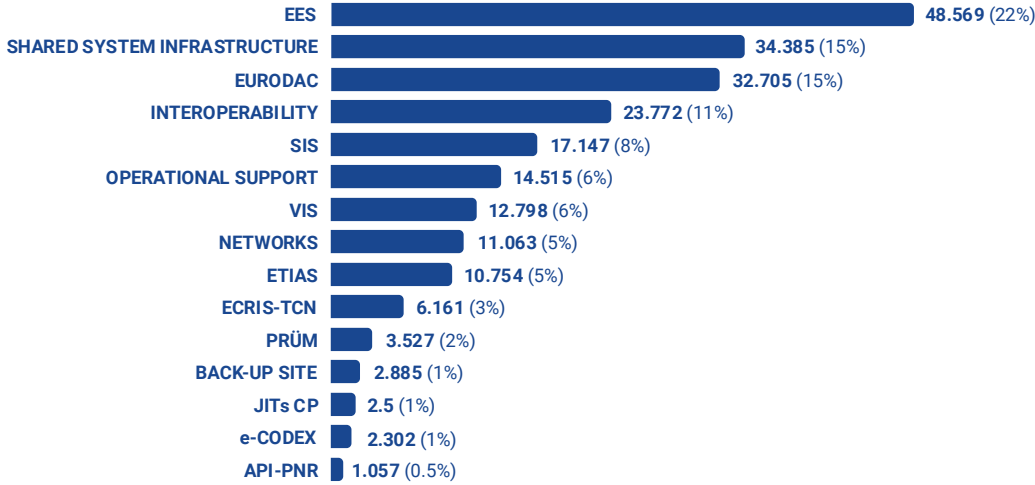
Due to the multiannual nature of the contracts supporting core operations, **8.1 million** euros (2.4 %) of open commitment appropriations foreseen for 2025 were automatically carried forward to 2026.

The Agency cancelled **10.9 million** euros of commitment appropriations carried forward from previous years – 2.9 % of the total appropriations carried forward under Title 3. **0.48 million euros** cancellations under operational support were due to reaching the contract end date, and contractually foreseen provisions were thus not required.



Title 3 execution: commitment appropriations (in EUR million)

224.139
million euros



Payment appropriations (C1, in EUR million)

338.118
million euros

4336
payment transactions

Execution:	99%	79%	100%	98%
Voted:	49.814	37.030	251.275	338.118
Consumed:	49.519	29.260	251.275	330.054
Carried over:	0.294 (1%)	7.770 (21%)		8.064 (2%)
	Title 1: staff expenditure	Title 2: infrastructure and operating expenditure	Title 3: operational expenditure	TOTAL

85.46 euros under Title 2 in payment appropriations were cancelled.

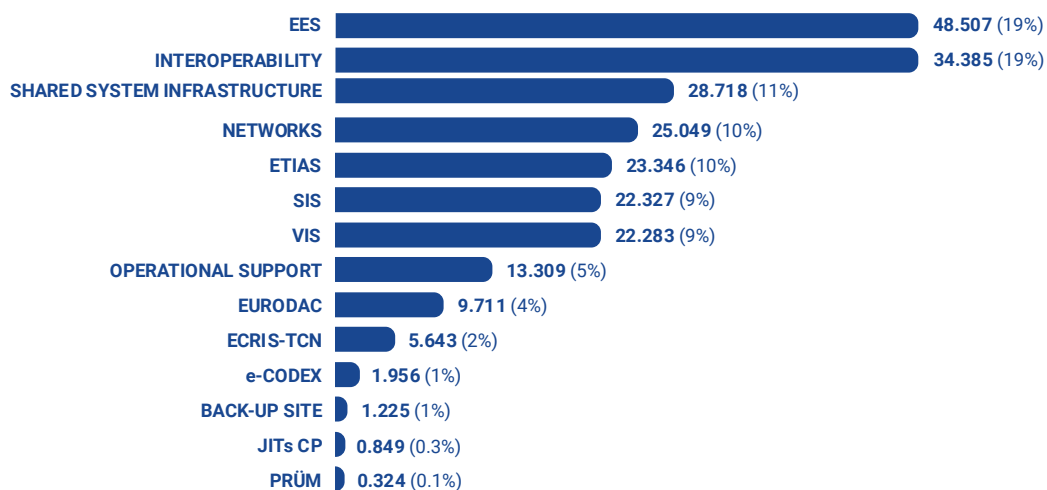
Non-differentiated appropriations – **0.3 million** euros of commitment appropriations under Title 1 and **7.8 million** euros under Title 2 – were not paid in 2025, and due existing legal commitment, were carried forward to 2026 together with the corresponding payment appropriations. The Agency executed 96% of the payment appropriations carried forward from 2024 to 2025 in administrative expenditure.



Title 3 execution: payment appropriations (in EUR million)

251.275

million euros



Time to pay

Paying its creditors on time demonstrates the efficiency of eu-LISA's financial performance. The average time to pay for all types of payments remained far below the stipulated time limits: 20 calendar days for 30-day payments, and 44 calendar days for 60-day payments.

Overall, **89% of all transactions were made within the contractual time limit**. 468 payments were delayed mainly due to the exhaustion of payment appropriations in October 2025, which was resolved with budget amendment in November. 177 of these payments resulted in late interest, amounting to **283 084 euros** payable to creditors.

PROCUREMENT AND CONTRACT MANAGEMENT

The volume of legal commitments and overall procurement activities continued to increase with **1500 contracts** and **593 service requests** signed, amounting to a 41% increase compared to the previous year. **Negotiated procedure for very low value** contracts remained the most used procurement procedure.

The Agency launched **Dynamic Purchasing System** – an electronic process designed for flexible and efficient procurement of professional services and supplies. It also enhances market competition by allowing new suppliers to join at any time.

▲ Table 1. Contracts, contract amendments, and service requests signed in 2025

Type of Contract	Number of contracts	Number of contracts amendments and terminations	Total contract value (in EUR million)
direct contract	4	4	2.012
framework contract non-systems	23	21	241.298
framework contract systems	0	19	0.000
purchase order	59	19	430.433
specific contract/order form	1044	307	304.826

Type of Contract	Number of contracts	Number of contracts amendments and terminations	Total contract value (in EUR million)
of which service requests	484		103.106
Total	1618		475

▲ Table 2. Percentage of procurement procedures per type used in 2025

Procedure type and legal basis	Number of procedures	Percentage	Awarded amount (EUR)
negotiated procedure: middle value contract	2	0.03%	0.202
negotiated procedure: very low value contract	59	0.06%	0.430
negotiated procedure: without prior publication	3	0.22%	1.410
open procedure	5	3.35%	20.900
dynamic purchase system	1	96.31%	600.000
Total			622.942

The Agency signed one contract under point 11.1 (g) of annex 1 of the EU Financial Regulation:

Procedure number	Title	Contractor	Amount (EUR)
LISA/2023/NP/05	Office space rent for eu-LISA Liaison Office in Brussels, Belgium	A&C Properties SA, CBRE property and asset management	900,000

2.4. DELEGATION AND SUB-DELEGATION OF BUDGET IMPLEMENTATION POWERS TO STAFF

The Authorising Officer delegates budget implementation powers to designated Authorising Officers, typically Head of Unit or Department level, based on the budget ownership matrix established by Executive Director decision, defining authority and responsibility for planning, implementing, and monitoring budgetary resources within all financial circuits. Delegations apply at budget line level for all fund sources and assigned formally to appointed staff within defined financial ceiling.

The delegation system:

- has no time limits besides unless withdrawn by the Authorising Officer,
- does not allow sub-delegations,
- is subject to controls and reporting requirements set out in the Charter for Authorising Officers,
- is based on a regular risk analysis by the Budget and Finance Unit.

Each designated Authorising Officer is required to provide an annual declaration of assurance to the Executive Director.

2.5. HUMAN RESOURCES MANAGEMENT

POLICIES AND PROCEDURES

The Agency adopted several implementing rules and policy updates, e.g. **Code of Conduct and Good Administration**, addressing different ethical aspects for people working at eu-LISA, and updated a framework for **work in shifts and stand-by duty** to better organise modes of working and reflect the new organisational structure. In July, the Agency adopted by analogy the new **Mission Guide**.

BENCHMARKING AND SCREENING EXERCISE

eu-LISA's **annual staff benchmarking** exercise showed a distribution of 68.4% in operational, 20.7% in

administrative and coordination, and 10.9% in neutral functions²⁵.

24% of eu-LISA staff are employed in Tallinn, Estonia (seat of the Agency), 74.8% in Strasbourg, France (operational site), and 1.2% in Brussels, Belgium (Liaison Office). The Agency does not have any staff permanently employed in Sankt Johann im Pongau, Austria (backup site).

NATIONAL AND GENDER REPRESENTATION

The Agency employs staff from **25 nationalities**: 23 EU Member States, Norway, and the United Kingdom. Given its operational site's location in France (except e-CODEX in Estonia), the Agency does not consider the share of French nationality – 22.74% – a significant distortion of the overall geographical balance.

While the increasing number of posts was not accompanied by more applications from the **underrepresented gender**, eu-LISA observed a **0.81% increase** in female representation, bringing overall representation to 34.96% (143 staff members). The representation among managers decreased 7.27% due to the growing number of male managers, bringing the representation to 20% (3 staff members).

To address underrepresentation, eu-LISA continued outreach activities (e.g., industry fairs, STEM/IT communities, targeted vacancy dissemination, head-hunting services) and encouraged participation of the underrepresented nationalities (e.g., Cypriot, Danish, Luxembourgish, Maltese, and Swedish) in the selection processes. Moreover, the Agency endorsed a **new Diversity, Equity and Inclusion Action Plan in 2025** containing dedicated internship calls, mandatory interviews with candidates from underrepresented Member States and integration of gender perspective across all stages.

TALENT ACQUISITION

The Agency continued the recruitment of additional posts granted with the Eurodac and Screening at the end of 2024. The rate occupancy rate without job offers was **88.2**. With considering the job offers, the Agency saw an increase in its occupancy rate (94.5%).

The Agency recruited a **high number of new staff members** with 95 job offers accepted out of 126. 31 candidates declined the offer due to personal reasons (42%), telework limitations or relocation unwillingness (23%), or other career opportunities (19%). The Agency recruited **73 new staff members**, and **22 staff members** were offered career growth opportunities within eu-LISA.

18 selection procedures launched resulted in **2646 applications**, averaging 132 applications per closed selection procedure. The average **duration of a selection procedure** was **97 days** with **14 selections** concluded within set target of 100 days (between 55 to 98 days). While 7 selections were not completed within expected target, the Agency has improved the efficiency of recruitment processes, accelerating closure of operational gaps.

The Agency used **external services** for all selections, including targeted headhunting for senior and managerial positions, aiming to increase the number of longlisted candidates. eu-LISA also improved the management of its **reserve lists**, prioritising selection based on business needs and focusing on time-critical posts. Moreover, the Agency also started building a comprehensive skills database to strengthen the connection between demand and vacancy by aligning on capabilities and culture.

DEVELOPMENT AND CAREER MANAGEMENT

The Agency launched two **internal mobility programmes** to foster continuous professional development, resulting in call for expression of interest to fill a position in the Internal Audit Capability sector and the role of Head of Sector in the Operations Unit.

eu-LISA also participated in the **JHAAN staff visit programme** to promote cross-agency learning and cooperation by enabling staff to visit participating agencies for short-term visits (i.e. one week). The Agency hosted eight colleagues from EUDA, Europol and Frontex, and sent 10 colleagues to other agencies (Frontex, EUAA, Europol).

The Agency continued providing on-demand learning opportunities for staff for skills enhancement. Particularly, the Agency started integrating technical eLearning modules, publishing 35 modules related to the EES, VIS and sBMS, and SERENA platform. Moreover, to build future-ready organisation, the Agency

²⁵ An optimal distribution of posts and staff should be around 70% for operational, 20% for administrative support and coordination, and 10% for neutral functions.

launched Leadership Workshops to foster strong leadership practices and alignment, equipping leaders with the tools to drive performance and innovation and promoting the organisational culture.

2.6. STRATEGY FOR EFFICIENCY GAINS

The Agency continuously aims for higher efficiency and improved utilisation of its resources to contribute to the implementation of the EU's JHA policies.

The Agency has started developing an efficiency gains registry, planned to be finalised in June 2026. The first quantifiable efficiency gains are expected to be reported as part of the SPD by the end of 2026.

In 2025, the Agency started several initiatives that are expected to bring efficiency gains from 2026:

- Infrastructure:** To reduce the pressure on infrastructure costs and increase time-to-market for the development of new systems, eu-LISA initiated activities to take advantage of the **cloud technology solutions** (e.g. cloud-based testing environment for faster environment setup), methods to **standardise and consolidate** system maintenance.
- IT asset management:** To ensure appropriate and systematic monitoring of IT licences usage and their renewals, and avoid duplications, the Agency has established an IT assets management policy and started implementing related **IT asset management registry**.
- Software development:** In addition to **internalising software development** (e.g., pilot for developing new Eurodac), the Agency started putting in place **standard for application development** to leverage platform and cluster services, especially for CI/CD pipeline (continuous integration, delivery and deployment) to improve efficiency and time for new applications.
- Procurement:** The Agency designed a new contract model for development and maintenance based on the innovative Dynamic Purchasing System. The new contracts are aimed to support the software development (Software Factory) and the Agile way of working. They are designed to reduce the administrative effort by simplification of the specific contracts and service requests required for their operation. In addition, the Agency started phasing out the previous methodology, reducing consultancy costs and speeding up the contracting process.
- Security:** The Agency started **automating security test cases** as well as internalising security monitoring and alerting capabilities.

2.7. ASSESSMENT OF AUDIT AND EX-POST EVALUATION RESULTS

THE COMMISSION'S INTERNAL AUDIT SERVICE AND EU-LISA'S INTERNAL AUDIT CAPABILITY

The **internal audit capability** of eu-LISA (IAC) serves as a contact point for the Internal Audit Service of the European Commission (IAS), the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) to ensure minimal disruption of the Agency's regular operation and avoid the duplication of efforts.

▲ Table 3. Summary of internal audit topics covered in 2025.

Type: topic	Auditor	Objective and results
Assurance: independent assessment of effectiveness of risk management, control, and governance processes.		
Audit of legal services	IAC	<p>Objective: adequacy of design, effectiveness, and efficiency of legal service process.</p> <p>Results: The Agency took appropriate mitigating actions and put in place an appropriate action plan.</p> <p>Status: completed</p>
Audit of learning and development process	IAC	<p>Objective: adequacy of design, effectiveness and efficiency of learning and development processes.</p> <p>Status: discarded (scope covered by the IAS audit on human resources management and ethics)</p>

Type: topic	Auditor	Objective and results
Audit of programme and project management: ETIAS system documentation	IAC	Objective: adequacy of design, effectiveness, and efficiency of internal controls in place for efficient delivery of ETIAS. Results: The Agency took appropriate mitigating actions and put in place an appropriate action plan. Status: completed with delay
Audit of Environmental Management System	IAC	Objective: deployment and compliance of the Agency's Environmental System with EMAS requirements. Results: The Agency took appropriate mitigating actions and put in place an appropriate action plan. Status: completed
Audit on the annual and multi-annual budgetary planning, monitoring, and reporting	IAC	Objective: adequacy of design, effectiveness and efficiency of the annual and multi-annual budgetary planning, monitoring, and reporting. Results: The Agency took appropriate mitigating actions and put in place an appropriate action plan. Status: completed with delay
Audit procedures related to the Agency's Anti-fraud Strategy 2025–2027	IAC	Objective: monitoring of implementation of the strategy. Results: The IAC assessed the implementation of the strategy and reported to management and governance. Status: completed with delay
Follow-up to audit recommendations	IAC	Objective: independent confirmation that the Agency has solved the issues and implemented the improvements. Results: The auditors confirmed 31 audit recommendations as fully implemented and closed them. Status: completed
Coordination with external audit and other internal control and monitoring functions: coverage and assurance that duplicate efforts are minimised where possible.		
Legality and regularity of 2024 Accounts – final	ECA	Objective: reliability of eu-LISA's 2024 Accounts, and on the legality and regularity of underlying transactions. Results: The IAC facilitated the implementation of the external audit. ECA published the audit report for 2024 financial year. Status: completed
IAC annual audit risk assessment	IAC	Objective: enhancing achievement of Agency's objectives as set in the Single Programming Document. Results: The IAC prepared the audit plan for 2026. Status: completed
Audit on human resources management and ethics	IAS	Objective: adequacy of design, effectiveness, and efficiency of the human resources management. Results: The IAC facilitated the performance of the audit. The IAS reported to eu-LISA's management and governance. The Agency defined appropriate mitigating actions and put in place an appropriate action plan. Status: completed
Legality and regularity 2025 Accounts – interim	ECA	Objective: reliability of eu-LISA's 2025 Accounts, and on the legality and regularity of underlying transactions. Results: The IAC facilitated the implementation of the external audit. Status: completed
Consulting services: management-requested activities (the nature and scope agreed with the Executive Director of eu-LISA) to add value and improve the eu-LISA's governance, risk management and control processes.		
Integrated monitoring and reporting on open audit recommendations	IAC	Objective: ensuring that the Agency has solved the issues and implemented the improvements. Results: The IAC regularly monitored and reported to eu-LISA's management and governance on the progress the implementation of open audit recommendations. Status: completed
Fraud risk assessment and update of Anti-fraud Strategy for 2025-2027	IAC	Objective: combating fraud by minimising opportunities for perpetrators to commit fraud. Results: The IAC facilitated the fraud risk assessment, drafting of the strategy and action plan and consultation process leading to adoption by the Management Board.

Type: topic	Auditor	Objective and results Status: completed
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EUROPEAN COURT OF AUDITORS (ECA)

ECA finalised the annual audit on eu-LISA's accounts for the 2024 financial year, auditing the reliability of the Agency's accounts (comprising the financial statements and budget implementation reports for the financial year ended on 31 December 2024) and the legality and regularity of the underlying transactions.

In ECA's opinion, eu-LISA's accounts for the 2024 present fairly, in all material respects, its financial position as of 31 December 2024 (results of operations, cash flows, changes in net assets) in line with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer based on internationally accepted accounting standards for the public sector. ECA made three observations on the legality and regularity of transactions and one on management and control systems that did not call the above opinions into question. The Agency devised an action plan to address these observations.

EUROPEAN DATA PROTECTION SUPERVISOR (EDPS)

The Agency continued its close collaboration with the EDPS. To reinforce the commitment to strengthening the security and integrity of systems under its mandate, the Agency underwent a **Eurodac audit** in December 2025 and monitored the progress with implementing recommendations identified in previous audits:

- **Eurodac, SIS and VIS audit** (conducted in 2022) resulted in 37 recommendations, of which **33** have been closed by EDPS,
- **SIS audit** (conducted in 2023) resulted in 22 recommendations, of which 14 have been closed by EDPS,
- **VIS audit** (conducted in 2024, final report received in October 2025) resulted in 44 recommendations.

The Agency provided regular reports to the EDPS, and status reports on outstanding recommendations to the Management Board and its Audit, Compliance and Finance Committee (ACFC), and related Advisory Groups.

2.8. FOLLOW-UP ON RECOMMENDATIONS

FOLLOW-UP ON AUDIT RECOMMENDATIONS AND RELATED ACTIONS PLANS

The Agency's Internal Audit Capability monitored the progress with implementing audit recommendations, and compiled monitoring reports for the Executive Director and the Management Board. The Agency also informed auditors about progress with implementing relevant action plans.

▲ Table 4. Status of progress with implementing audit recommendations from IAS, IAC, ECA, and OLAF²⁶

Rating ²⁷	Total open for 2025	In progress	Implemented	Past due	Closed ²⁸	Total open at the end of 2025
Critical	-	-	-	-	-	-
Very important	23	7	15	1	9	14
Important	27	1	26	-	22	5
Total	50	8	41	1	31	19

²⁶ **In progress**: implementation is proceeding according to plan or new deadline, action plan agreed with the auditor. **Implemented**: confirmed by the recommendation owner and is ready for the auditor's follow-up. **Past due**: implementation is in progress but not achieved by the agreed deadline. **Closed**: the auditor has formally closed the issue.

²⁷ **Critical**: fundamental weakness in the audited process that is detrimental at the entity level. **Very important**: fundamental weakness that is detrimental to the whole process (all ECA recommendations carry this designation). **Important**: significant weakness in the whole process or a fundamental weakness in a significant part of the audited process.

²⁸ To confirm the closure of the recommendations stated as 'implemented' by eu-LISA (items under 'closed'), IAS and IAC conducted annual follow-up on action plans and closed 31 audit recommendations. The ECA also followed up on the implementation of its audit recommendations from previous years.

In 2025, the Agency implemented one outstanding recommendation on sourcing strategy with the adoption of the Agency's sourcing strategy in December 2025 and progressing with another outstanding sub-recommendation on contract monitoring tool and achieved an implementation rate of 98%. However, while the outstanding recommendation on sourcing strategy was technically closed, a new recommendation on the same risk was issued by the auditor (IAS).

FOLLOW-UP ACTIONS RELATED TO INVESTIGATIONS CONDUCTED BY OLAF

In 2025, the Agency started implementing recommendations from OLAF investigations related to case OC/2022/0866/A2 and OC/2023/0886/A2. The Agency will provide information on two ongoing investigations (conflict of interest and procurement probes) in its annual report following the removal of the confidentiality restrictions and in line with data protection and security considerations.

2.9. FOLLOW-UP ON OBSERVATIONS FROM THE DISCHARGE AUTHORITY

In 2025, the Budgetary Control Committee (CONT) of the European Parliament launched the annual discharge process on the activities of EU agencies and joint undertakings performed in the financial year 2024. This process ensures compliance with the relevant legal and regulatory requirements and the application of sound financial management principles, namely economy, efficiency and effectiveness.

On 29 April 2026, the European Parliament granted the Executive Director of eu-LISA discharge regarding the implementation of the Agency's budget in 2024, approved closing eu-LISA's accounts for the financial year 2024 and shared its **observations** in a resolution.

The main observations concerned:

- **Gender balance and national distribution amongst staff (observation 14):** eu-LISA ensures objective, transparent and merit-based recruitment and promotion procedures, while continuously considering gender and national distribution aspects where possible. eu-LISA continues its efforts to encourage application of the underrepresented nationalities in selection process as well as attracting more female applicants and targeted leadership development for improving gender equality in management positions. The related strategic actions will be also included in the Agency's new HR strategy.
- **Staff turnover rate (observation 15):** The Agency continues its effort to prevent high staff turnover rates, focusing on providing possibilities for continuous professional development and career growth opportunities within the Agency.
- **OLAF investigations and recommendations (observation 21):** eu-LISA is committed to provide full support to all OLAF probes and investigations. The Agency will provide information on two ongoing investigations (conflict of interest and procurement probes) in its annual report following the removal of the confidentiality restrictions and in line with data protection and security considerations.
- **Monitoring of Court observations (observations 60):** The Agency has put in place timed actions to each observation issued by the Court and regularly monitors their implementation and provides quarterly reports to its Management Board on their status. Moreover, eu-LISA also monitors all observations from the discharge reports, while providing answers to all requests for clarifications coming from the European Parliament and is in close contact with ECA on the status of the observations.
- **Procurement irregularities resulting in irregular payments (observations 71 and 72, including recommendations 87 and 88):** The Agency acknowledged and took necessary measures to strengthen its contract management procedures and mitigate the weaknesses identified by auditors and protect the Agency's financial interests. In addition, the procurement processes templates and guidelines have been reviewed to prevent similar irregularities in future.

2.10. ENVIRONMENT MANAGEMENT

The Agency continued implementing its internal environment management system based on the principles of the EU's **Eco-Management and Audit Scheme** (EMAS) and the European Green Deal. In 2025, the Agency received the EMAS certification. The Agency also prepared its **annual environmental statement** report for 2024 and continued publishing a **factsheet on carbon** footprint results, as well as its *annual sustainability*

report.

The greenhouse gas emissions increased in 2025 by 54%, reaching 7,761 tCO₂e, mainly due to the IT licences and hardware acquisitions, development of the new Aspire and Brussels office buildings (e.g., furniture, ICT and security equipment, and improvement works). Additionally, the Agency implemented a new Modular Data Centre and expanded existing parking capacity. The Modular Data Centre 1 was also more extensively used, alongside the purchase and utilisation of several servers for pre-production activities. Furthermore, the deployment of new large-scale projects and systems, including sBMS, VIS, and EES significantly impacted the Agency's carbon footprint. Moreover, the implementation of a new ICT strategy based on cloud adoption and Enterprise Content Management also contributed to an increase in Scope 3 emissions (software, ICT materials and other fixed assets).

2.11. ASSESSMENT BY MANAGEMENT

The Agency's management is reasonably confident that suitable controls are in place and functioning as intended with risks monitored and mitigated appropriately and various improvements and reinforcements being monitored and implemented. In 2025, the management focused on improving the management control systems and budgetary, procurement and contract management and managed all major risks. The Agency closed outstanding audit recommendation on sourcing strategy and has devised necessary action plans and started implementing necessary actions to address observations from audits and discharge procedure.

2.12. EXTERNAL EVALUATION

Pursuant to Article 39 of the eu-LISA establishing Regulation, the European Commission evaluates the Agency's performance every five years. The evaluation was finalised in 2025, and focused on the performance of the Agency in relation to its objectives, mandate and tasks. The external **evaluation report** was adopted by the European Commission in January 2026.

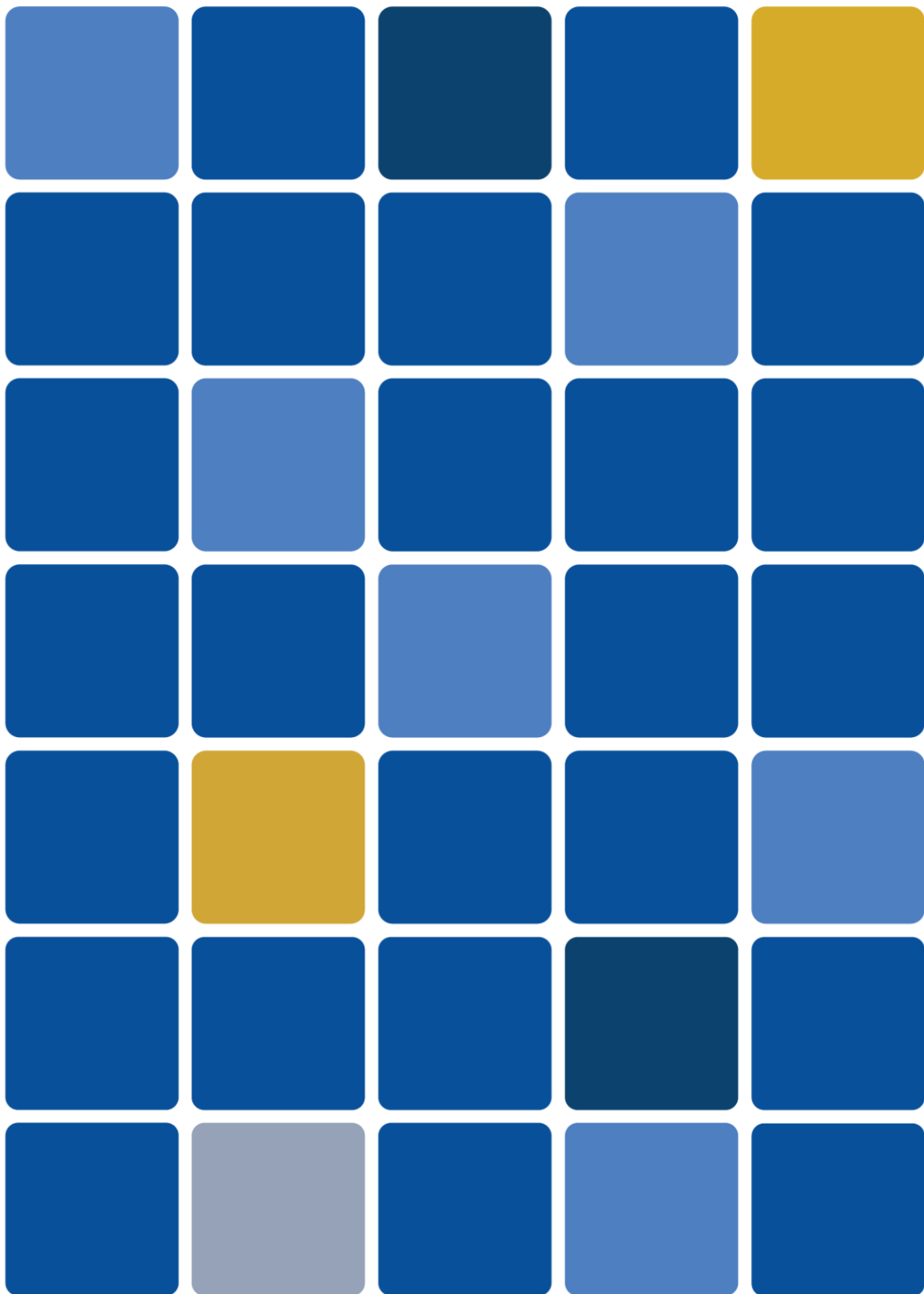
eu-LISA will prepare an Action Plan in 2026 to address the Commission's 11 recommendations stemming from this evaluation and ensure adequate follow-up. The proposed action plan consolidates ongoing and planned actions across several areas, including governance, operating model, workforce planning and technology roadmap activities in line with existing audits and organisational improvement initiatives.

Recommendations	Proposed action by eu-LISA and its status	Delivery date
1. Develop a target operating model to help eu-LISA operate effectively while managing risks, making decisions quickly, and ensuring clarity in responsibilities, in particular, in the event of incidents and emergencies.	Ongoing: Pilot for the target operating model started for VIS and EES in 2026 (including a horizontal solution team and a support model) – will be gradually extended to all systems to provide clear view of the roles and responsibilities for the end-to-end systems. The target operating model will also cover the management of incidents and emergencies.	Q1 2027
2. Develop and implement a comprehensive medium-term human resources strategy.	Ongoing: Human resource strategy to be finalised.	Q1 2027
3. Establish and implement a medium to long-term technology strategy.	Under finalisation: eu-LISA Technology Roadmap and Directions 2026–2031 is being developed and to be presented to Management Board.	Q4 2026
4. Implement a multiannual portfolio management approach.	Ongoing: Portfolio management to be reviewed by the end of 2026 for implementation in 2027.	Q4 2026
5. Improve resource planning functionalities, e.g. through establishing processes and using appropriate tools to address incomplete view of staff allocation and steering.	Ongoing: Redesign of the planning process description, with clear roles and responsibilities, timelines, communication channels and approval process. Use of the Anaplan planning tool and Power BI reports, including for workforce planning.	Q4 2026

	Establishment of a control mechanism for the preparation and approval of investments.	
6. Deploy an integrated tool for the development cycle across eu-LISA and contractors to streamline project management and collaboration, minimising disruptions, optimising workflows, and ensuring relevance.	Ongoing: Tool in operation since 2024 as standalone instances for different systems (EES, ETIAS) to be further deployed as a central tool for the Agency.	Q4 2026
7. Establish and implement a medium-term sourcing and outsourcing strategy.	Ongoing: Sourcing strategy completed – implementation roadmap designed and endorsed. Implementation ongoing with check point by end 2026.	Q4 2026
8. Strengthen existing capacities concerning in-house legal services.	Ongoing: 100% of establishment plan of the legal sector (7 FTEs). Establishment of a dedicated legal unit in 2026.	Q4 2026
9. Update the service catalogue with full descriptions of services and define clear roles and responsibilities for service owners and managers.	Ongoing: Service catalogue revision ongoing in 2026 – to be completed with full description of services, roles and responsibilities for service owners and managers.	Q4 2026
10. Improve visibility about current resource allocation, project status, processes, bottlenecks, shortages, to enable more informed discussion about the prioritisation of projects, also at political level.	Ongoing: Further update of the programme and project practice. Definition of an efficient method for consumed vs planned human resources within a Programme. Agree on a standard reporting template for the systems and regularly provide reports on the budget and actual consumption to the PMB and MB. Link budget consumption with project milestones.	Q1 2027
11. Decrease dependency from external contractors, while increasing project ownership and knowledge retention.	Ongoing: Software factory under implementation since 2024. Currently piloted for Eurodac and Prüm and to be gradually rolled out for the development of all new systems. Dynamic Purchasing Systems (DPS) gradually rolled out (EES, sBMS, VIS by Q4 2026).	Q4 2027

3

ASSESSMENT OF THE EFFECTIVENESS OF ICF



PART III: ASSESSMENT OF THE EFFECTIVENESS OF ICF

3.1. EFFECTIVENESS OF THE INTERNAL CONTROL FRAMEWORK

Internal control process helps an organisation to achieve its objectives and sustain operational and financial performance, while respecting rules and regulations. It supports sound decision-making, reducing risks to acceptable levels and allows the management to stay focused on its operational and financial objectives while using its financial resources in line with eu-LISA's Financial Rules, applicable regulations, and international standards.

To ensure the effectiveness, efficiency, and economy of operations, reliability of reporting, safeguard assets and information, prevent, detect, correct, and follow-up cases of fraud and irregularities, and adequately manage risks related to the legality and regularity of underlying transactions, the Agency conducts **the annual assessment of the efficiency of eu-LISA's Internal Control Framework (ICF)**. The Agency continuously monitors the corrective actions throughout the year.

The Manager in charge of Risk Management and Internal Control (MRMIC) supports the Executive Director with setting up, monitoring, implementing, assessing, and reporting on the ICF. The MRMIC role is held by the Head of Strategy, Capabilities and Coordination Unit (CCU), Mr. Philippe Harant.

3.2. CONCLUSIONS OF THE ASSESSMENT



The results of the overall assessment show that the internal control system of eu-LISA is present, functioning and effective, but some improvements are needed (Category 2).

INTERNAL CONTROL MONITORING CRITERIA

The self-assessment conducted in 2026 resulted in 94% of internal control monitoring criteria achieved or partially achieved in 2025.

▲ Table 5. Overview of internal control monitoring criteria self-assessment

Internal control monitoring criteria	2022	2023	2024	2025
Total number of indicators	79	79	79	79
achieved	56 (71 %)	62 (78 %)	68 (86 %)	69 (88%)
partially achieved	8 (10 %)	8 (10 %)	2 (3 %)	5 (6%)
not achieved	15 (19 %)	9 (10 %)	9 (11 %)	5 (6%)
not available	0 (0 %)	1 (1 %)	0 (0 %)	0 (0%)

INTERNAL CONTROL STRENGTHS AND DEFICIENCIES

The Agency identified 16 internal control deficiencies during the annual assessment: no major deficiency, 7 moderate deficiencies and 9 minor deficiencies (compared to 11 internal control deficiencies in 2024). During the ICF 2025 assessment for 2025, 6 deficiencies were closed, 10 new deficiencies were identified (6 moderate and 4 minor).

The results of the overall assessment 2025 show that the internal control system of eu-LISA is present, functioning and effective but some improvements are needed (Category 2).

▲ Table 6. Overall assessment of the five components of the internal control framework

Internal control component	Result for 2026	
I Control environment	present and functioning, but some improvements are needed	Category 2
II Risk assessment	present and functioning, but some improvements are needed	Category 2
III Control activities	present and functioning, but some improvements are needed	Category 2
IV Information and communication	present and functioning well	Category 1
V Monitoring activities	present and functioning well	Category 1

▲ Table 7. Detailed assessment of ICF components

Internal control component	
I Control environment	
Strengths	Deficiencies
<ul style="list-style-type: none"> — Oversight of the management, MB and ACFC on internal controls — Business continuity and segregation of duties — Implementation of the Internal Control Strategy 	<ul style="list-style-type: none"> — Ensure more systematic attendance at ethics and integrity capabilities/training sessions — The Staff Survey would benefit to be conducted annually from the ICF perspective — Develop the Target Operating Model of the Agency — Define the roles and responsibilities for the coordination and implementation of the structural service providers. — Establish transparent and consistent reporting of the programmes budget and actual financial consumption — Finalise the HR strategy
II Risk assessment	
<ul style="list-style-type: none"> — Adoption of Internal Control Strategy, Sourcing strategy, Cloud strategy, Procurement strategy — Risk registers available at corporate level and in all Units and regularly followed up. — Project management practice drafted and shared with all staff — Establishment of the Central Deficiencies Register and monitoring and follow-up on deficiencies by MRMIC 	<ul style="list-style-type: none"> — Strengthen internal controls with the full implementation of recommendations from the Anti-Fraud Action Plan implementation report
III Control activities	
<ul style="list-style-type: none"> — Successful implementation of remediation plans and closure of critical audit recommendations (100% implementation rate) — Ensuring security objectives, business continuity, and performance vulnerability scans — Monitoring, follow up and reporting on deviations (exceptions and non-compliance reports) — IT assets policy adopted, and IT asset register initiated 	<ul style="list-style-type: none"> — Definition of project and programme monitoring / supervision and reporting processes and tools — Monitor the cost of controls and the cost effectiveness of controls is not monitored — Finalise the full automation of the Contract monitoring tool — Finalise the IT Asset Register. — Improve the financial planning process description, guidelines, instructions and awareness. — Inform the Commission about the necessary resources' needs for the renewal of the hardware
IV Information and communication	
<ul style="list-style-type: none"> — Annual review of internal control monitoring criteria — Testing of an integrated tool (CENTRICS) for internal control, implemented for risk management — Annual Appointment of Public Access to Documents (PAD) Contact Persons — Internal and external communication channels are well established and functioning 	No deficiencies identified
V Monitoring activities	
<ul style="list-style-type: none"> — Central Register of Deficiencies and systematic monitoring and regular follow-up on the remediation actions. — Methodology for the assessment of the deficiencies' materiality was finalised and formally adopted by MRMIC — Confirmation of the ICF processes performance and reliability of the ICF assessment confirmed by an internal audit. 	No deficiencies identified

ANTI-FRAUD STRATEGY

In September 2025, the Agency adopted the Anti-Fraud Strategy for the period 2025–2027, setting three key objectives:

- maintaining a high-level of ethics and anti-fraud culture,
- strengthening the capacity to effectively tackle the fraud risks, implementing preventive measures for early detection, particularly in information, procurement, and contract management,
- ensuring better integration of fraud risk management in the general risk management for an improved decision making, early fraud detection and response.

The action plan for the next cycle focuses on increasing ethics, integrity and anti-fraud awareness session participation, strengthening implementation of Implementing Rules on Guide to Missions adopted by the Agency, providing assurance over achievement of quality criteria and indicators in the key operational areas. continued reviews on staff and external user accounts. formal approval of the Control Strategy. The Agency regularly reviewed and reported on the results to the Executive Director, the Management Board, and the staff. By the end of 2025, the Agency was on track with implementing planned activities.

For a more efficient monitoring, the action plan to the Anti-fraud Strategy 2025–2027 was integrated into Agency's monitoring system for audit recommendations.

3.3. STATEMENT OF THE MANAGER IN CHARGE OF RISK MANAGEMENT AND INTERNAL CONTROL

I, the undersigned,

The manager in charge of risk management and internal control at the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA),

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with the (Agency)'s Internal Control Framework. I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director,

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

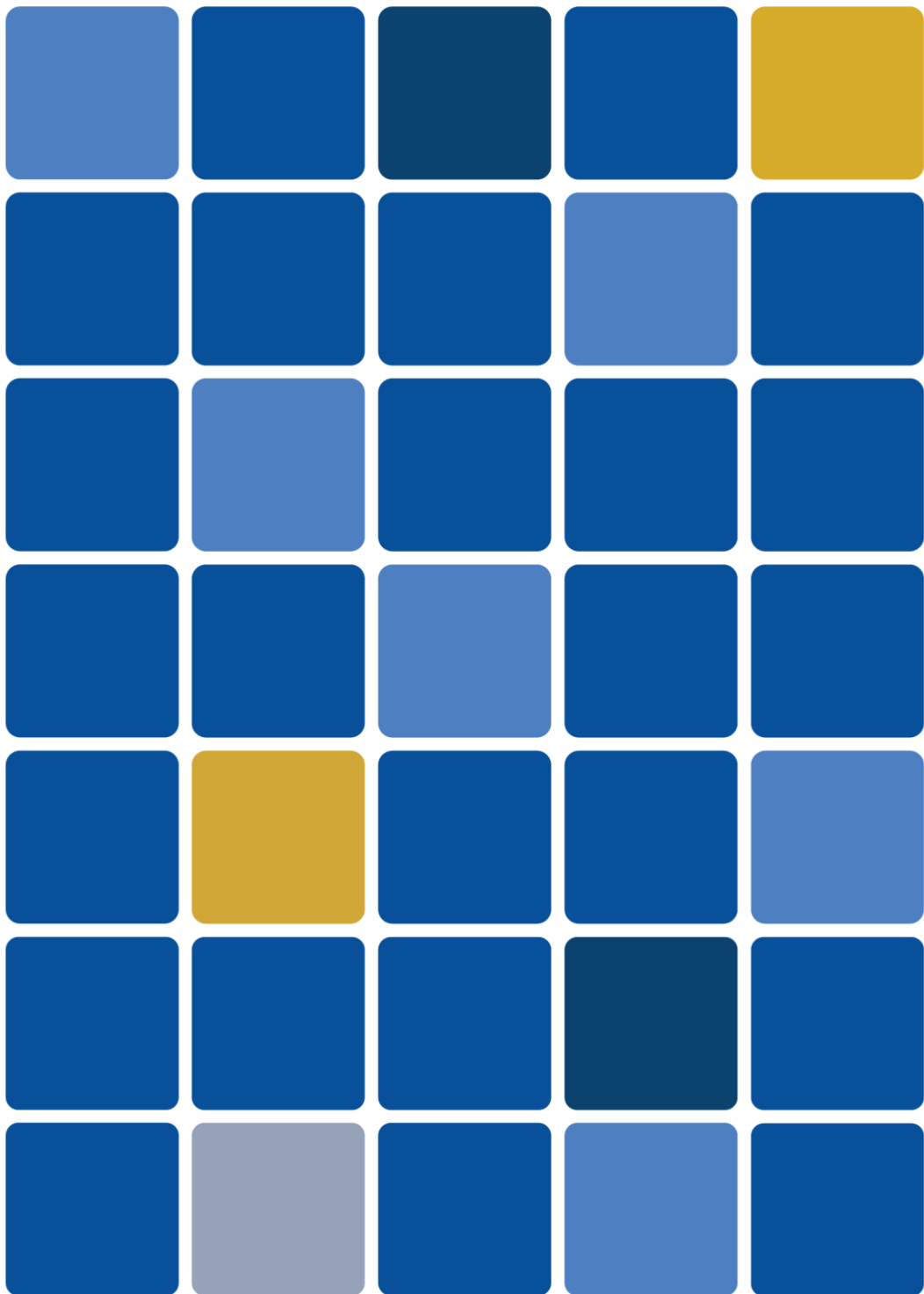
Philippe Roger René Harant

Manager in charge of Risk management and Internal Controls

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4

MANAGEMENT ASSURANCE



4.1. REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

BUILDING BLOCK 1: ASSESSMENT BY THE MANAGEMENT

The Agency's management is reasonably confident that suitable controls are in place and functioning as intended with risks monitored and mitigated appropriately and various improvements and reinforcements being monitored and implemented. Furthermore, eu-LISA's management recognises the need to maintain the effectiveness of its internal control framework and to ensure monitoring and assessment of its implementation to ensure achievement of the Agency's objectives and compliance as set out in the establishing Regulation and strategies.

The procedure for registering exceptions and non-compliance events lays down appropriate measures for ensuring that any exceptional cases of overriding controls or deviations from the established regulatory framework are thoroughly explained, registered and reported in accordance with the principle of transparency. eu-LISA registers, monitors and analyses the exceptions and non-compliance events as well as follows up on all reported cases twice a year via a dedicated analytical report.

In 2025, 17 cases of exceptions and non-compliance cases were recorded (in 27 reports). Compared to 2024, the total number of cases has reduced by 29%, as well as the number of reports (by 34%). The number of exceptions events reduced by 35% and the of number of non-compliance events by 33%. As in 2024, the most frequent occurrence of exceptions and non-compliance events was in the area related to contract management. All registered cases, as well as the corrective and mitigating actions, were analysed and reviewed by the Agency's management, resulting in the action plan to minimise their occurrence and impact, as well as for further development of internal controls in the Agency. Reports and analyses were also used in the assessment and identification of deficiencies during the ICF effectiveness assessment.

BUILDING BLOCK 2: RESULTS OF EXTERNAL AUDITS

The European Court of Auditors (ECA) issued the following statement of assurance to the European Parliament and the Council:

- **Opinion on the reliability of the accounts:** eu-LISA's accounts for 2024 present fairly, in all material respects, its financial position as of 31 December 2024 (results of operations, cash flows, changes in net assets) in line with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer based on internationally accepted accounting standards for the public sector.
- **Opinion on the legality and regularity of revenue underlying the accounts:** the revenues underlying the accounts for the year ended 31 December 2024 are legal and regular in all material respects.
- **Opinion on the legality and regularity of payments underlying the accounts:** the payments underlying the accounts for the year ended 31 December 2024 are legal and regular in all material respects.

ECA made three observations on the legality and regularity of transactions and one on management and control systems that did not call the above opinions into question. The Agency devised an action plan to address these observations.

BUILDING BLOCK 3: FOLLOW-UP ON RESERVATIONS FROM PREVIOUS REPORTING PERIODS

Implementing interoperability roadmap (reservation from 2023 and 2024): The Agency has addressed the delays in delivering new systems (particularly with Entry-Exit System) and revised schedule for the interoperability roadmap for 2025–2026 which was endorsed by the Justice and Home Affairs (JHA) Council on March 2025. In December 2025, the JHA Council endorsed roadmap for the next period (2027–2028), including the alignment of the EES and the SIS with the interoperability architecture, introduction of the MID, the entry into operation of Prüm router and the broader operationalisation of the interoperability architecture in 2028. The remaining elements of this phase – revised VIS and EU VAP – were finalised and endorsed by the JHA Council in March 2026.

While in 2025, the Agency has ensured the successful entry into operation of VIS for EES and sBMS on 19–

20 May and started progressive entry into operations of the EES on 12 October 2025, the JITs collaboration platform did not enter operation in December 2025, and technical readiness of ECRIS-TCN was not achieved by the end of 2025.

The roadmap is currently under assessment.

Regularity of transactions (reservation from 2023 and 2024): The Agency took several strategic actions to further strengthen its processes including the procurement, ensuring strategic structuring and increased control. These include:

- endorsing of sourcing strategy to ensure a comprehensive approach to addressing workforce needs and to move towards a more granular and direct control by eu-LISA of activities, focusing on internalizing the core capabilities and balancing better the number of staff with necessary capabilities and the number of outsourced human resources,
- defining a procurement strategy that enables the execution of the operational planning and ensures seamless transition from the existing contractual arrangements, as well as an improved procurement planning,
- improving the governance of the procurement process, timely bringing key procurement procedures to the attention of the Senior Management for strategic oversight and orientation.

As a result of its continuous, the Agency received a clean opinion from the European Court of Auditors (ECA) on the 2024 financial year. In addition, the Agency expects a significant number of open audit recommendations issued by ECA from previous years, to be closed.

Automated IT license management system (reservation from 2024): To ensure appropriate and systematic monitoring of IT licences usage and their renewals, the Agency has established an IT assets management policy and started to implement an IT Asset Management register and establishing relevant process. The Agency continued to increase its control over technology and its controls for IT security.

CONCLUSIONS

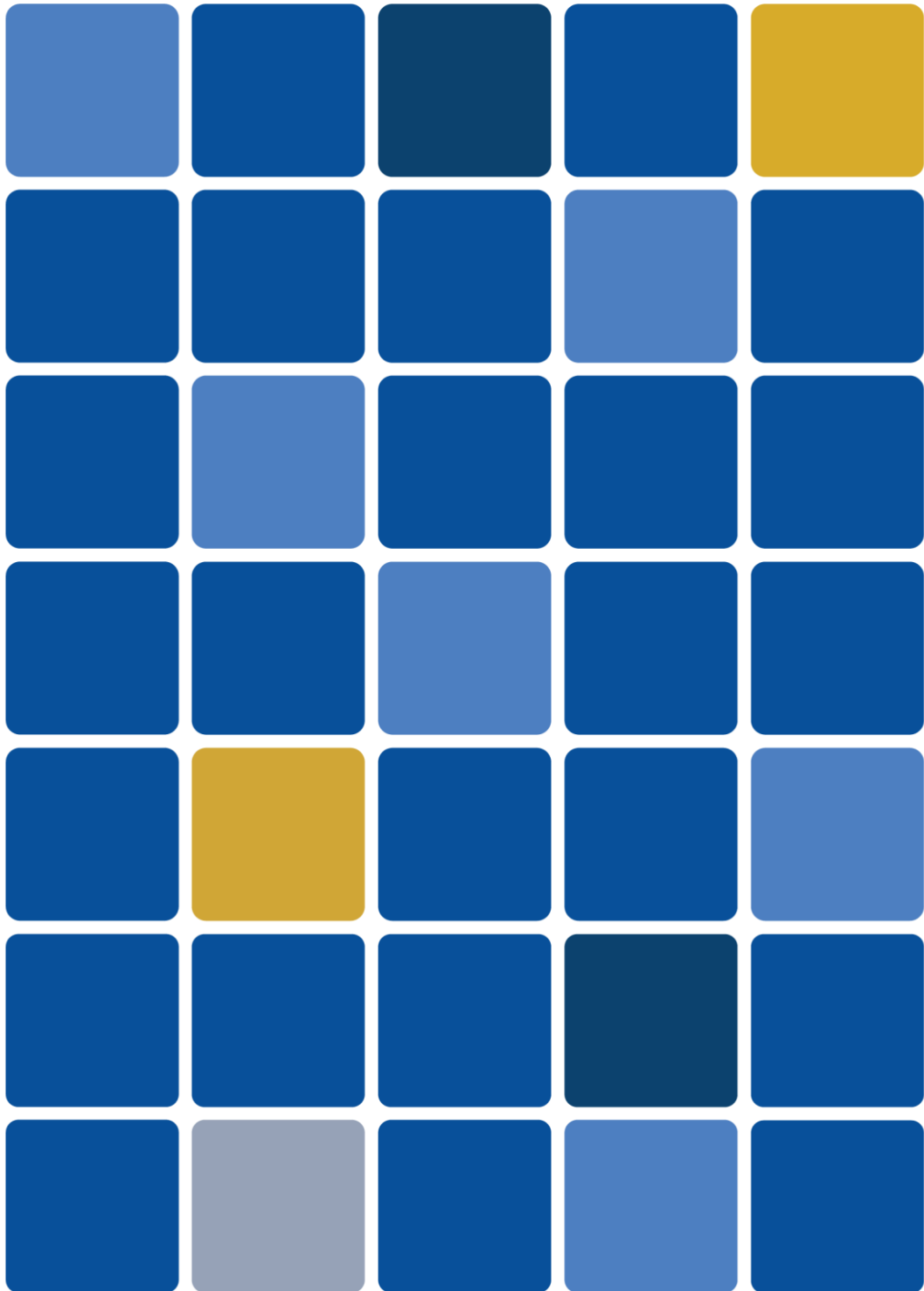
Based on information provided in Chapter 3 of this report, it can be concluded that there are no significant weaknesses in internal controls that might have an impact on the declaration of assurance. Additionally, ECA also made observations on the management, control systems and budgetary management that did not call their opinions into question. Furthermore, to address the open audit recommendations related to procurement and contract management, the Agency continued strengthening its procurement and contract management guidelines/procedures.

4.2. RESERVATIONS

Based on the information provided above, the Authorising Officer did not issue any reservations or significant weakness which could harm the interests of the Agency or its stakeholders.

5

DECLARATION OF ASSURANCE



PART V: DECLARATION OF ASSURANCE

We, the undersigned,

Deputy Executive Director of the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA),

In my capacity as Authorising Officer from 1 January 2025 to 30 September 2025,

and

Executive Director of the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA),

In my capacity as Authorising Officer from 1 October 2025 to 31 December 2025,

Confirm that we are not aware of any significant weakness which could harm the interests of the Agency or its stakeholders.

In consideration of major internal or external developments, we would like to mention:

- the Deputy Executive Director was acting as Executive Director *ad interim* from 16 August 2024 to 30 September 2025,
- the appointment of the new Executive Director, Mr. Tillmann Keber who took office on 1 October 2025.
- the successful, gradual entry into operations of the Entry/Exit system (EES) on 12 October 2025, completed on 10 April 2026,
- the successful entry in operation of sBMS on 19–20 May 2025,
- the successful entry in operation of VIS for EES on 19–20 May 2025,
- the unqualified opinion issued by the European Court of Auditors on the reliability of the accounts and on the legality and regularity of the transactions underlying the Agency's accounts for financial year 2024.

This assurance is based on our own judgement, and on information currently at our disposal.

Marili Männik

Deputy Executive Director

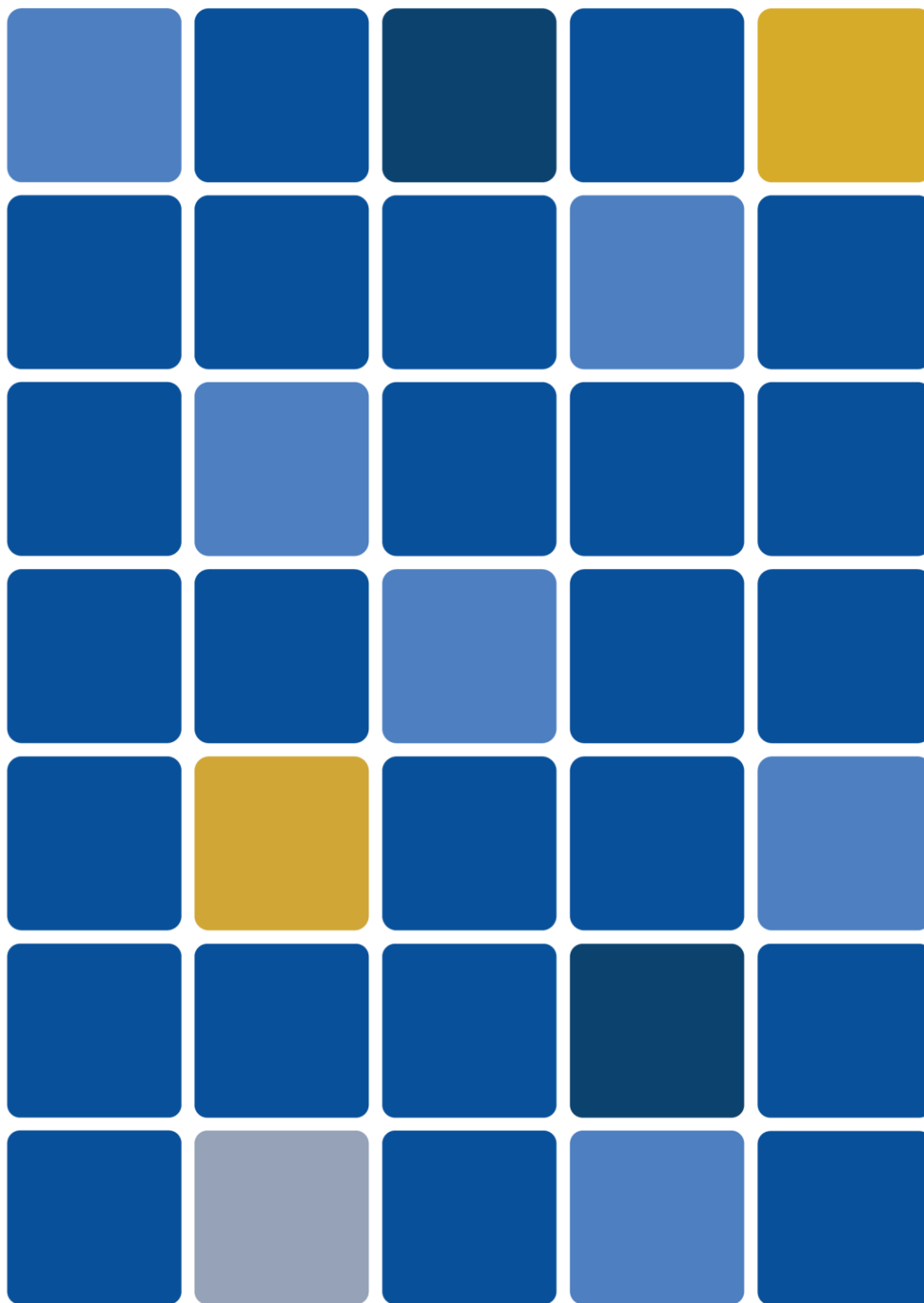
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Tillmann Keber

Executive director

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ANNEXES



ANNEX I: CORE BUSINESS STATISTICS

OPERATIONAL MANAGEMENT OF JHA INFORMATION SYSTEMS

Central system availability	2022	2023	2024	31 December 2025	
[3] Eurodac				99.97%	Partially on target
[6] SIS				99.92%	Partially on target
[8] VIS				99.78%	Partially on target

≥99.99%
 >99.99% to ≥99.50%
 <99.50%

Source: SLA and Central System Availability Report Summary for 2025

Central system response time	2022	2023	2024	31 December 2025	
[4] Eurodac				99.99%	On target
[7] SIS				99.50%	On target
[9] VIS				99.92%	Partially on target

≥99.45% [4], ≥99.5% [7], 100% [9]
 >99.45% to ≥90% [4], >99.5% to ≥99% [7], >100% to ≥90% [9]

Source: SLA and monthly service reports

Communication infrastructure availability	2022	2023	2024	31 December 2025	
[5] WAN availability (for SIS and VIS)				99.99%	On target

≥99.99%

Source: TESTA-ng availability report

OPERATIONAL SUPPORT, TRAINING AND SECURITY

Training to Member States	2022	2023	2024	31 December 2025	
[16] Satisfaction with training events				5.34	On target

average score >4 (on a scale 1-6)

Source: MS training planning and reporting table

Operations support centre	2022	2023	2024	31 December 2025	
[19] Customer satisfaction				96.4%	On target
[20] eu-LISA Service Desk performance				90%	On target

≥80% end-users satisfied or very satisfied [19]
 ≥75% service desk performance [20]

Source: Annual customer satisfaction survey; Service Desk performance report

Security and business continuity	2022	2023	2024	31 December 2025	
[1] Security objectives implemented				100%	On target
[2] Security and business continuity exercises				3	On target

100% objectives [1]
 2 annual emergency drills, security and business continuity exercises [2]

Source: Security assurance dashboard

GOVERNANCE AND AND CORPORATE SUPPORT

eu-LISA's Project Management Capability is regularly streamlined to be aligned with the Agency mandate and objectives and to integrate IT Industry best practices and approaches when necessary. In 2025, a new Project Management Practice was presented to Management Committee and applied since end of the year. As a result, the related Corporate KPIs (Project assessment and project management) could not be reported and will be dismissed and replaced by a new metric in 2026 in the new set of indicators adopted by Management Board in November 2025.

Audit recommendations	2022	2023	2024	31 December 2025	
[23A] Implemented within stipulated deadlines					
— critical	-	●	●	-	● On target
— very important	●	●	●	100%	● On target
— important	●	●	●	100%	● On target
[23B] Number and age of outstanding recommendations					
— less than 6 months	●	●	●	0	● On target
— 6 months to 1 year	●	●	●	0	● On target
— more than 1 year	●	●	●	1	● On target

● [A]:
100% (critical),
≥90% (very important),
≥80% (important)

● [B]:
≤4 (past due less than 6 months),
≤2 (past due less between 6 months and year),
≤1 (past due more than year)

Source: IACS activity report

Environmental management	2022	2023	2024	31 December 2025	
[15] Carbon footprint	-	●	●	7761	● Below target

● lower co2 emissions compared to last year (tCO₂eq)

Source: Environmental report

Since 2023, the Agency has used a dedicated platform for GHG emissions calculation, with the support of specialised consultants. The use of this dedicated tool has improved the accuracy of the results. In addition, previously, emissions related to licences had been underestimated. Since 2025, the calculation includes the new site, modular data centre, increased capacity and number of licences. eu-LISA's carbon footprint comparison versus 2023: Scope 1 (1% vs 3% in 2023): refrigerant leakage of refrigerant gas on Strasbourg site in 2025. Scope 2 (11% vs 21% in 2023): electricity, district heating, cooling and fuel consumptions. Scope 3 (89% vs 76% in 2023): software, ICT materials and other fixed assets (security devices, furniture and works).

Budgetary and financial management	2022	2023	2024	31 December 2025	
[10] Cancellation of payment appropriations	●	●	●	4%	● On target
[11] Budgetary commitments implementation	●	●	●	100%	● On target
[12] Payment implementation	●	●	●	98%	● On target
[14] Payments completed within statutory deadlines	●	●	●	89.2%	● Partially on target

● <5% [10], >95% [11, 12], >90% [14]

Source: ABAC data warehouse

Procurement	2022	2023	2024	31 December 2025	
[17] Efficiency of the procurement process	●	●	●	0%	● On target
[18] Acquisition management	●	●	●	66%	● On target

● <25% [17], >60% [19]

Source: Procurement report

Human resources management	2022	2023	2024	31 December 2025	
[13] Ratio of administrative vs operational resources					
— administrative	●	●	●	20.7%	● On target
— operational	●	●	●	68.4%	● On target
[24] Annual absenteeism rate					
— average number of sick days	●	●	●	5.9	● On target

● [13]: 20% vs 70%
● [24] <15 sick days per employee, <10% on long-term sick leave, >15% not using sick leave

● [25] ≤5%

— long-term sick leave				5.5%	On target
— not using sick leave				49%	On target
[25] Staff turnover				4.8%	On target
[26] Occupancy rate				94.5% ²⁹	On target
[27] Talent retention				1.3%	On target
[28] Staff engagement				3.7	On target

- [26] >94%
- [26] >0
- [28] ≥3.7

Source: Staff benchmarking exercise 2025, HR database, SYSPER reports, iLearn appraisal data, Engagement survey

Stakeholder management and communication	2022	2023	2024	31 December 2025	
[29] eu-LISA external communication impact					
— social media				+4199 (LinkedIn) +609 (Facebook) +89 (Youtube)	On target
— satisfaction with events		-	-	95%	On target
— participation rate		-	-	149% ³⁰	On target
[30] eu-LISA internal communication impact					
— participation rate				80%	On target
— satisfaction				93%	On target

[29]: +200 followers per platform per year, >90% satisfaction with engagement events, >95% participation rate

[30]: >70% satisfaction with internal channels and activities for staff, >51% participation rate

Source: web and social media analytics, annual conference, Annual satisfaction survey

²⁹ The number includes issued job offers – without the issued job offers, the occupancy rate is 88.2%.

³⁰ 200 participants were expected (onsite and online), 299 joined.

ANNEX II: STATISTICS ON FINANCIAL MANAGEMENT

INITIAL BUDGET, TRANSFERS AND AMENDING BUDGETS (C1)

		in EUR million							
Budget chapter		Commitment appropriations				Payment appropriations			
		Initial budget	Transfers	Amending budget	Final budget	Initial budget	Transfers	Amending budget	Final budget
A-11	Salaries and allowances	53.784	-8.346		45.438	53.784	-8.346		45.438
A-12	Expenditure related to recruitment	0.840	-0.405		0.435	0.840	-0.405		0.435
A-13	Mission expenses	0.560	0.044		0.604	0.560	0.044		0.604
A-14	Socio-medical infrastructure	1.897	0.579		2.476	1.897	0.579		2.476
A-15	Training for staff	1.300	-0.439		0.861	1.300	-0.439		0.861
Title 1: Staff expenditure		58.381	-8.567		49.814	58.381	-8.567		49.814
A-20	Expenditure for premises	11.996	-2.581		9.415	11.996	-2.581		9.415
A-21	Corporate IT and telecom	7.059	0.699		7.758	7.059	0.699		7.758
A-22	Movable property and associated costs	0.950	-0.282		0.668	0.950	-0.282		0.668
A-23	Current administrative expenditure	1.774	0.449		2.223	1.774	0.449		2.223
A-25	Management Board	0.813	-0.206		0.607	0.813	-0.206		0.607
A-26	Information and publications	1.450	0.573		2.023	1.450	0.573		2.023
A-27	External support services	8.706	0.079		8.785	8.706	0.079		8.785
A-28	Security	3.859	1.690		5.549	3.859	1.690		5.549
Title 2: Infrastructure and operation expenditure		36.607	0.423		37.030	36.607	0.423		37.030
B3-0	Infrastructure	55.973	-7.640		48.333	41.103	13.890		54.993
B3-1	Home Affairs	138.346	11.981		150.327	133.617	-6.093	47.000	174.524
B3-2	Justice	5.752	5.211		10.963	5.487	2.961		8.448
B3-8	Operational support activities	15.923	-1.407		14.516	15.923	-2.614		13.309
Title 3: Operational expenditure		215.994	8.145		224.139	196.130	8.145	47.000	251.275
Total		310.982	0.000		310.982	291.118	0.000		338.118

2025 DE-COMMITMENTS OF BUDGETARY COMMITMENTS BY YEAR OF ORIGIN

		in EUR million						
Chapter	Budget article	2019	2020	2021	2022	2023	2024	Total
Infrastructure	shared system infrastructure		-0.006		-0.069	-0.023	-0.255	-0.353
	back-up site - running costs						-0.012	-0.012
	networks					-0.016	-0.078	-0.094
Home affairs	SIS					-0.089	-0.106	-0.194

	VIS					-0.068	-0.484	-0.552
	EES	-1.709	-3.868	-0.826	-0.151	-0.357	-0.278	-7.189
	ETIAS		-0.145	-0.132	-0.489	-0.076	-0.192	-1.034
	Eurodac						-0.025	-0.025
	Interoperability		0.000	-0.006	-0.171	-0.255	-0.009	-0.442
Justice	ECRIS RI and ECRIS-TCN			-0.068		-0.078	-0.003	-0.149
	e-CODEX					-0.424		-0.424
Operational support	operational support				-0.080	-0.006	-0.396	-0.482
Total		-1.709	-4.019	-1.032	-0.960	-1.392	-1.838	-10.949

IMPLEMENTATION OF BUDGET (C1)

in EUR million						
Budget title	Commitment appropriations			Payment appropriations		
	Budgeted	Consumed	%	Budgeted	Consumed	%
Title 1: Staff expenditure	49.814	49.814	100.0%	49.814	49.814	100.0%
of which executed		49.814	100.0%		49.519	99.4%
of which automatic carry-forward		-	-		0.294	0.6%
Title 2: Infrastructure and operating expenditure	37.030	37.029	100.0%	37.030	37.029	100.0%
of which executed		37.029	100.0%		29.260	79.0%
of which automatic carry-forward		-	-		7.770	21.0%
Title 3: Operational expenditure	224.139	224.139	100.0%	251.275	251.275	100.0%
of which executed		224.139	100.0%		251.275	100.0%
TOTAL	310.982	310.982	100.0%	338.118	338.118	100.0%
of which executed		310.982	100.0%		330.054	97.6%
of which automatic carry-forward		-	-		8.064	2.4%

IMPLEMENTATION OF THE BUDGET FROM OTHER FUNDING SOURCES

In addition to the EU subsidy (C1), the Agency implemented appropriations:

- from internal assigned revenue (funding source C4 and C5).
- carry-forward of commitments (differentiated in Title 3 and non-differentiated in Titles 1 and 2 and the corresponding payment appropriations (non-differentiated only) from previous years (source C8).³¹
- from external assigned revenue. as a contribution from the associated countries pursuant to Article 46(3)(b) of eu-LISA's establishing Regulation and from the European Commission for financing the implementation of the joint investigation teams (JITs) collaboration platform pursuant to Regulation (EU) 2023/969 (funding source R0. Title 3 only).³²

in EUR million			
Budget title	Fund source	Commitment appropriations	Payment appropriations

³¹ When commitments are made against non-differentiated appropriations and the corresponding amounts have not been paid in full, the corresponding payment appropriations are carried over automatically only to the next financial year. In this case, the fund source is changed from C1 to C8. The appropriations are carried over to the following year and the corresponding commitments are carried forward. In the case of differentiated appropriations against which the amounts committed have not been paid, the commitments are carried forward automatically, as are corresponding commitment appropriations (fund source C8). The payment appropriations, on the other hand, are not carried over, and other sources of funding will have to be found for the following year (fund source C1).

³² Appropriations from external assigned revenue (of the year and carried over).

		Budgeted	Consumed	%	Budgeted	Consumed ³³	%
Title 1: Staff expenditure	C1	45.659	45.659	100.0%	49.814	49.519	99.4 %
	C8	0.462	0.366	79.3%	0.462	0.366	79.3 %
Subtotal		46.121	46.025	99.8%	50.276	49.886	99.2%
Title 2: Infrastructure and operation expenditure	C1	37.030	37.029	100.0%	37.030	29.260	79.0 %
	C4	0.004	0.004	100.0%	0.004		100.0 %
	C5	0.450	0.450	100.0%	0.450		98.8 %
	C8	C8	6.430	6.256	97.3%	6.430	6.256
Subtotal		43.913	43.739	99.6%	43.913	35.964	81.9%
Title 3: Operational expenditure	C1	224.139	224.139	100.0%	251.275	251.275	100.0 %
	C5	0.027	0.027	100.0%	0.027	0.027	100.0 %
	C8	384.552	373.603	97.2%			
	R0	118.313	97.442	82.4%	118.313	62.684	53.0 %
Subtotal		727.031	695.210	95.6%	369.615	313.986	84.9%
Total		817.065	784.975	96.1%	463.804	399.836	86.2%

SUMMARY OF BUDGETARY TRANSFERS

The Agency performed **30 internal budgetary transfers**³⁴ to ensure optimal budget allocation of commitment and payment appropriations. in particular. to make appropriations available for commitments and payments to meet contractual obligations related to SIS, VIS, EES and ECRIS-TCN development. as well as interoperability and other operational support services.

The most significant aggregated transfers concerned:

- savings and optimisations from Titles 1 and 2 (administrative expenditure) to Title 3 (operational expenditure): 8 144 648 euros;
- reinforcement of the EES line to accommodate the completion of contractual coverages for the progressive entry into operation on 12 October: 37 241 184 euros;
- reallocation of funds from the EURODAC line due to the schedule of activities for the new Eurodac and the measures adopted by the Agency in the software development cycle: 36 026 782 euros.

in EUR million							
Budget title		Title 1: Staff expenditure		Title 2: Infrastructure and operation expenditure		Title 3: Operational expenditure	
No	Reference	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
1	LIS.7236					within title	
2	LIS.7269	within title		within title			
3	LIS.7308					within title	
4	LIS.7375					within title	
5	LIS.7358					within title	
6	LIS.7382	-1.660.000	-1.660.000	1.660.000	1.660.000		
7	LIS.7386					within title	
8	LIS.7405	-90.000	-90.000	90.000	90.000		
9	LIS.7435	within title		within title			

³³ For Title 3 C1, 38.389 million euros refer to payments of commitments of the year. The remainder, amounting to 212.885 million euros was used to cover commitments from previous years.

³⁴ All transfers were performed in accordance with Article 26(1) of eu-LISA Financial Rules.

INTERNAL DAY-TO-DAY

	LIS.7436			within title			
	LIS.7439			within title			
10	LIS.7443			within title			
11	LIS.7486			within title			
12	LIS.7498	-240,000	-240,000	240,000	240,000		
13	LIS.7513			within title			
	LIS.7517			within title			
14	LIS.7527			within title			
	LIS.7528			within title			
15	LIS.7540	-1,201,000	-1,201,000	1,201,000	1,201,000		
16	LIS.7569	-2,500,000	-2,500,000			2,500,000	2,500,000
	LIS.7571			within title			
17	LIS.7597			within title			
	LIS.7598			within title			
18	LIS.7628	within title		within title			
19	LIS.7631			within title			
	LIS.7635			within title			
20	LIS.7654	within title		within title			
21	LIS.7666	within title					
22	LIS.7663						within title
23	LIS.7676			within title			
24	LIS.7681					within title	
	LIS.7682			within title			
25	LIS.7713			within title			
26	LIS.7715	-2,773,421	-2,773,421	-1,783,083	-1,783,083	4,556,504	4,556,504
27	LIS.7742			within title			
	LIS.7743			within title			
28	LIS.7748	-99,181	-99,181	-952,049	-952,049	1,051,230	1,051,230
29	LIS.7751			within title			
30	LIS.7761	-3,604	-3,604	-33,310	-33,310	36,914	36,914
Total		-8,567,206	-8,567,206	422,558	422,558	8,144,648	8,144,648

DETAILED LIST OF BUDGETARY TRANSFERS (ALL FUND SOURCES)

No	Reference	Date	Budget line	Commitment appropriations	Payment appropriations
					in EUR
1	LIS.7236	24/01/2025	B03111 EES	0.00	5.000.000.00
			B03112 ETIAS	0.00	5.000.000.00
			B03120 Eurodac	0.00	-16.000.000.00
			B03130 Interoperability	0.00	5.000.000.00
			B03200 ECRIS	0.00	1.000.000.00
			B03801 Test and transition	0.00	167.000.00
			B03810 External support	-400.000.00	-567.000.00
			B03811 Consultancies and studies	400.000.00	400.000.00

INTERNAL DAY-TO-DAY

2	LIS.7269	12/02/2025	A01100 TA salaries and allowances	-775.000.00	-775.000.00
			A01402 European school	775.000.00	775.000.00
			A02000 Expenditure for premises	-600.000.00	-600.000.00
			A02200 Office equipment and logistical services	100.000.00	100.000.00
			A02220 Documentation and library expenditure	-400.000.00	-400.000.00
			A02800 Corporate security	900.000.00	900.000.00
3	LIS.7308	06/03/2025	B03010 Wide area networks	0.00	9.000.000.00
			B03110 VIS	0.00	1.500.000.00
			B03111 EES	0.00	15.000.000.00
			B03120 Eurodac	-1.500.000.00	-29.300.000.00
			B03130 Interoperability	0.00	2.000.000.00
			B03200 ECRIS	1.500.000.00	1.500.000.00
			B03201 e-CODEX	0.00	300.000.00
4	LIS.7375	11/04/2025	A02000 Expenditure for premises	5.145.920.94	5.145.920.94
			B03800 System security and business continuity	-2.572.960.47	-2.572.960.47
			B03810 External support	-2.572.960.47	-2.572.960.47
5	LIS.7358	04/04/2025	B03000 Shared system infrastructure	-3.688.153.00	0.00
			B03100 SIS	1.026.599.00	0.00
			B03102 API-PNR	0.00	-3.050.000.00
			B03110 VIS	2.053.199.00	5.000.000.00
			B03111 EES	11.230.000.00	0.00
			B03120 Eurodac	-11.121.645.00	-2.000.000.00
			B03200 ECRIS	500.000.00	0.00
6	LIS.7382	16/04/2025	A01100 TA salaries and allowances	-1.660.000.00	-1.660.000.00
			A02100 Corporate IT and telecom	760.000.00	760.000.00
			A02220 Documentation and library expenditure	-100.000.00	-100.000.00
			A02800 Corporate security	1.000.000.00	1.000.000.00
7	LIS.7386	08/05/2025	B03010 Wide area networks	-10.000.000.00	0.00
			B03102 API-PNR	0.00	-875.000.00
			B03110 VIS	5.000.000.00	0.00
			B03111 EES	10.000.000.00	0.00
			B03120 Eurodac	-10.000.000.00	-4.875.000.00
			B03130 Interoperability	5.000.000.00	5.000.000.00
			B03800 System security and business continuity	0.00	750.000.00
8	LIS.7405	20/05/2025	A01100 TA salaries and allowances	-140.000.00	-140.000.00
			A01400 Annual medical checkup	50.000.00	50.000.00
			A02000 Expenditure for premises	-840.000.00	-840.000.00
			A02100 Corporate IT and telecom	300.000.00	300.000.00
			A02330 Other running costs	240.000.00	240.000.00
			A02331 HR fees and charges	90.000.00	90.000.00
			A02800 Corporate security	300.000.00	300.000.00
9	LIS.7435	17/06/2025	A01100 TA salaries and allowances	-2.275.000.00	-2.275.000.00
			A01110 CA salaries and allowances	2.000.000.00	2.000.000.00
			A01120 SNEs and trainees' allowances	275.000.00	275.000.00

INTERNAL DAY-TO-DAY

			A02000 Expenditure for premises	-192.000.00	-192.000.00
			A02200 Office equipment and logistical services	165.000.00	165.000.00
			A02500 MB meetings	27.000.00	27.000.00
	LIS.7439		A02200 Office equipment and logistical services	-450.000.00	-450.000.00
			A02330 Other running costs	450.000.00	450.000.00
10	LIS.7443	25/06/2025	B03010 Wide area networks	0.00	-1.800.000.00
			B03100 SIS	0.00	2.160.000.00
			B03101 Prüm	0.00	-3.000.000.00
			B03110 VIS	0.00	3.920.000.00
			B03111 EES	0.00	670.000.00
			B03120 Eurodac	-1.550.000.00	-2.290.000.00
			B03130 Interoperability	0.00	1.970.000.00
			B03200 ECRIS	1.550.000.00	0.00
			B03810 External support	0.00	-1.630.000.00
11	LIS.7486	10/07/2025	B03000 Shared system infrastructure	0.00	-2,300,000.00
			B03002 Back-up site - running costs	250,000.00	0.00
			B03100 SIS	0.00	-220,000.00
			B03101 Prüm	0.00	-550,000.00
			B03111 EES	0.00	7,600,000.00
			B03112 ETIAS	0.00	-1,080,000.00
			B03120 Eurodac	0.00	-580,000.00
			B03130 Interoperability	0.00	1,850,000.00
			B03200 ECRIS	0.00	60,000.00
			B03802 Training for Member States	-250,000.00	-1,000,000.00
			B03810 External support	0.00	-3,130,000.00
			B03820 Advisory Groups	0.00	-650,000.00
			B03000 Shared system infrastructure	0.00	-2,300,000.00
12	LIS.7498	11/07/2025	A01100 TA salaries and allowances	-240,000.00	-240,000.00
			A02320 Legal expenses	-35,000.00	-35,000.00
			A02700 External support services	275,000.00	275,000.00
13	LIS.7513	30/07/2025	B03000 Shared system infrastructure	0.00	1,900,000.00
			B03100 SIS	0.00	-1,450,000.00
			B03112 ETIAS	0.00	-2,000,000.00
			B03130 Interoperability	0.00	1,550,000.00
	LIS.7517		B03000 Shared system infrastructure	241,869.43	241,869.43
			B03120 Eurodac	-3,857,900.05	-3,857,900.05
			B03130 Interoperability	3,616,030.62	3,616,030.62
14	LIS.7527	11/08/2025	B03000 Shared system infrastructure	0.00	35,000.00
			B03010 Wide area networks	0.00	-1,180,000.00
			B03111 EES	0.00	495,000.00
			B03130 Interoperability	0.00	650,000.00
	LIS.7528		B03000 Shared system infrastructure	2,866,523.62	2,866,523.62
			B03100 SIS	-2,866,523.62	-2,866,523.62
15	LIS.7540	26/08/2025	A01100 TA salaries and allowances	-1,201,000.00	-1,201,000.00

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			A02600 Information and publications	500,000.00	500,000.00
			A02700 External support services	701,000.00	701,000.00
			B03000 Shared system infrastructure	-445,449.58	560,000.00
			B03002 Back-up site - running costs	445,449.58	-560,000.00
			B03010 Wide area networks	0.00	-600,000.00
			B03111 EES	0.00	565,000.00
			B03120 Eurodac	0.00	-811,800.00
			B03130 Interoperability	0.00	715,000.00
			B03200 ECRIS	0.00	131,300.00
			B03801 Test and transition	0.00	500.00
16	LIS.7569	26/09/2025	A01100 TA salaries and allowances	-2,500,000.00	-2,500,000.00
			B03000 Shared system infrastructure	0.00	4,512,000.00
			B03002 Back-up site - running costs	0.00	-300,000.00
			B03010 Wide area networks	0.00	-300,000.00
			B03100 SIS	0.00	-250,000.00
			B03101 Prüm	0.00	28,000.00
			B03110 VIS	0.00	-1,500,000.00
			B03111 EES	2,500,000.00	695,000.00
			B03112 ETIAS	0.00	-700,000.00
			B03120 Eurodac	0.00	-500,000.00
			B03130 Interoperability	0.00	2,100,000.00
			B03200 ECRIS	0.00	285,000.00
			B03201 e-CODEX	0.00	190,000.00
			B03202 JITs CP	0.00	-1,500,000.00
			B03802 Training for Member States	0.00	10,000.00
			B03810 External support	0.00	230,000.00
			B03811 Consultancies and studies	0.00	-250,000.00
			B03820 Advisory Groups	0.00	-250,000.00
	LIS.7571		B03000 Shared system infrastructure	212,500.00	212,500.00
			B03100 SIS	-212,500.00	-212,500.00
			B03112 ETIAS	-998,000.00	-998,000.00
			B03120 Eurodac	478,000.00	478,000.00
			B03200 ECRIS	520,000.00	520,000.00
17	LIS.7597	22/10/2025	B03002 Back-up site - running costs	0.00	-100,000.00
			B03100 SIS	0.00	595,144.72
			B03111 EES	0.00	-173,558.43
			B03112 ETIAS	0.00	173,558.43
			B03202 JITs CP	0.00	-268,893.08
			B03810 External support	0.00	100,000.00
			B03811 Consultancies and studies	0.00	-150,000.00
			B03820 Advisory Groups	0.00	-176,251.64
	LIS.7598		B03000 Shared system infrastructure	-283,836.76	-283,836.76
			B03010 Wide area networks	-6,486.81	-6,486.81
			B03100 SIS	1,860,369.64	1,860,369.64

			B03110 VIS	-1,329,377.50	-1,329,377.50
			B03111 EES	-264,353.52	-264,353.52
			B03112 ETIAS	-1,699,738.42	-1,699,738.42
			B03120 Eurodac	283,484.10	283,484.10
			B03130 Interoperability	1,157,292.80	1,157,292.80
			B03200 ECRIS	282,646.47	282,646.47
18	LIS.7628	27/10/2025	A01100 TA salaries and allowances	-35,000.00	-35,000.00
			A01120 SNEs and trainees' allowances	35,000.00	35,000.00
			A01301 Mission expenses	25,000.00	25,000.00
			A01500 Training for staff	-25,000.00	-25,000.00
			A02000 Expenditure for premises	-30,000.00	-30,000.00
			A02200 Office equipment and logistical services	30,000.00	30,000.00
			A02220 Documentation and library expenditure	-20,000.00	-20,000.00
			A02320 Legal expenses	-110,000.00	-110,000.00
			A02600 Information and publications	130,000.00	130,000.00
19	LIS.7631	13/11/2025	B03000 Shared system infrastructure	0.00	-5,289.71
			B03002 Back-up site - running costs	300,000.00	0.00
			B03010 Wide area networks	0.00	-10,586.42
			B03100 SIS	0.00	-194,255.60
			B03101 Prüm	0.00	-330.59
			B03110 VIS	0.00	-286,973.18
			B03111 EES	2,551,000.00	477,673.26
			B03112 ETIAS	1,250,241.41	-27,618.98
			B03120 Eurodac	-6,739,241.41	-126,511.70
			B03130 Interoperability	2,970,000.00	208,326.08
			B03200 ECRIS	0.00	15,898.45
			B03201 e-CODEX	0.00	-1,797.99
			B03800 System security and business continuity	0.00	-2,237.38
			B03801 Test and transition	0.00	-188.80
			B03802 Training for Member States	-300,000.00	-4,094.52
			B03810 External support	250,000.00	0.00
			B03820 Advisory Groups	-250,000.00	4,756.02
			B03821 Other meetings and missions	-11,000.00	-13,808.61
			B03822 Schengen evaluations	-21,000.00	-32,960.33
	LIS.7635		B03000 Shared system infrastructure	-249,182.94	-249,182.94
			B03100 SIS	-0.20	-0.20
			B03130 Interoperability	249,183.14	249,183.14
20	LIS.7654	14/11/2025	A01200 Recruitment and reassignment expenditure	-1,563.38	-1,563.38
			A01400 Annual medical checkup	1,563.38	1,563.38
			A02000 Expenditure for premises	-100,000.00	-100,000.00
			A02320 Legal expenses	-2,000.00	-2,000.00
			A02330 Other running costs	102,000.00	102,000.00
21	LIS.7666	20/11/2025	A01301 Mission expenses	20,000.00	20,000.00
			A01500 Training for staff	-20,000.00	-20,000.00

22	LIS.7663	21/11/2025	B03000 Shared system infrastructure	0.00	3,847,106.53
			B03002 Back-up site - running costs	0.00	275,927.52
			B03010 Wide area networks	0.00	814,772.43
			B03100 SIS	0.00	-2,037,756.47
			B03110 VIS	0.00	8,249,298.62
			B03111 EES	0.00	-36,644,266.37
			B03112 ETIAS	0.00	8,410,456.80
			B03120 Eurodac	0.00	3,304,709.14
			B03130 Interoperability	0.00	9,643,689.70
			B03200 ECRIS	0.00	718,922.03
			B03201 e-CODEX	0.00	41,436.21
			B03202 JITs CP	0.00	755,043.91
			B03800 System security and business continuity	0.00	786,128.73
			B03801 Test and transition	0.00	4,537.20
			B03802 Training for Member States	0.00	102,386.11
			B03810 External support	0.00	1,665,617.38
			B03820 Advisory Groups	0.00	61,990.53
23	LIS.7676	25/11/2025	A02500 MB meetings	24,000.00	24,000.00
			A02510 Other meetings	-24,000.00	-24,000.00
24	LIS.7681	28/11/2025	B03010 Wide area networks	2,000,000.00	0.00
			B03100 SIS	-1,300,000.00	0.00
			B03101 Prüm	-22,528.99	0.00
			B03102 API-PNR	-1,697,802.00	0.00
			B03111 EES	8,289,923.84	0.00
			B03112 ETIAS	-2,199,631.60	0.00
			B03120 Eurodac	-4,500,000.00	0.00
			B03201 e-CODEX	192,720.08	0.00
			B03800 System security and business continuity	-132,398.96	0.00
			B03802 Training for Member States	-65,744.71	0.00
			B03810 External support	-40,424.35	0.00
			B03811 Consultancies and studies	-1,297.11	0.00
			B03820 Advisory Groups	-515,816.20	0.00
			B03821 Other meetings and missions	-7,000.00	0.00
	LIS.7682		B03000 Shared system infrastructure	-2,410,066.08	-2,410,066.08
			B03111 EES	2,410,066.08	2,410,066.08
25	LIS.7713	11/12/2025	A02000 Expenditure for premises	-166,000.00	-166,000.00
			A02330 Other running costs	166,000.00	166,000.00
26	LIS.7715	12/12/2025	A01100 TA salaries and allowances	-1,204,247.44	-1,204,247.44
			A01110 CA salaries and allowances	-590,946.85	-590,946.85
			A01120 SNEs and trainees' allowances	-29,986.30	-29,986.30
			A01200 Recruitment and reassignment expenditure	-364,694.97	-364,694.97
			A01301 Mission expenses	-1,098.58	-1,098.58
			A01401 Nursery allowance	-23,000.00	-23,000.00
			A01402 European school	-8,509.08	-8,509.08

INTERNAL DAY-TO-DAY

			A01403 Social activities	-157,081.45	-157,081.45
			A01500 Training for staff	-393,856.25	-393,856.25
			A02100 Corporate IT and telecom	-360,893.96	-360,893.96
			A02200 Office equipment and logistical services	-34,212.51	-34,212.51
			A02220 Documentation and library expenditure	-9,653.17	-9,653.17
			A02320 Legal expenses	-16,513.13	-16,513.13
			A02331 HR fees and charges	-3,686.61	-3,686.61
			A02500 MB meetings	-869.08	-869.08
			A02510 Other meetings	-208,403.79	-208,403.79
			A02600 Information and publications	-37,268.91	-37,268.91
			A02700 External support services	-642,568.56	-642,568.56
			A02800 Corporate security	-469,012.90	-469,012.90
			B03000 Shared system infrastructure	4,975,890.65	-161,317.93
			B03002 Back-up site - running costs	-140,569.29	18,885.12
			B03010 Wide area networks	-1,336,931.97	300,165.92
			B03100 SIS	107,225.92	1,713,840.81
			B03101 Prüm	0.00	296,589.32
			B03102 API-PNR	-1,170,000.20	0.00
			B03110 VIS	-976,878.70	-1,837,429.80
			B03111 EES	1,873,481.58	1,802,641.77
			B03112 ETIAS	478,869.70	2,198,789.09
			B03120 Eurodac	-642,081.59	-2,128,888.60
			B03130 Interoperability	178,741.66	1,553,147.83
			B03200 ECRIS	390,291.37	363,388.54
			B03201 e-CODEX	818,464.41	135,132.99
			B03202 JITs CP	0.00	-636,956.32
			B03800 System security and business continuity	0.00	72,451.45
			B03802 Training for Member States	0.00	101,827.83
			B03810 External support	0.00	659,059.02
			B03811 Consultancies and studies	0.00	34,943.31
			B03820 Advisory Groups	0.00	69,918.66
			B03821 Other meetings and missions	0.00	-3,311.59
			B03822 Schengen evaluations	0.00	3,626.12
27	LIS.7742	16/12/2025	A02000 Expenditure for premises	-53,118.74	-53,118.74
			A02330 Other running costs	53,118.74	53,118.74
	LIS.7743		A02000 Expenditure for premises	-1,881.26	-1,881.26
			A02330 Other running costs	1,881.26	1,881.26
28	LIS.7748	18/12/2025	A01120 SNEs and trainees' allowances	-4,994.62	-4,994.62
			A01200 Recruitment and reassignment expenditure	-39,081.17	-39,081.17
			A01400 Annual medical checkup	-90.40	-90.40
			A01401 Nursery allowance	-49,788.06	-49,788.06
			A01403 Social activities	-5,226.78	-5,226.78
			A02000 Expenditure for premises	-599,459.45	-599,459.45
			A02100 Corporate IT and telecom	-0.13	-0.13

INTERNAL DAY-TO-DAY

			A02200 Office equipment and logistical services	-8,847.00	-8,847.00
			A02220 Documentation and library expenditure	-0.02	-0.02
			A02320 Legal expenses	-25,000.00	-25,000.00
			A02500 MB meetings	-21,834.38	-21,834.38
			A02510 Other meetings	-1,405.00	-1,405.00
			A02600 Information and publications	-19,585.87	-19,585.87
			A02700 External support services	-235,351.05	-235,351.05
			A02800 Corporate security	-40,566.37	-40,566.37
			B03111 EES	1,051,230.30	1,051,230.30
29	LIS.7751	19/12/2025	B03000 Shared system infrastructure	0.00	331,334.83
			B03002 Back-up site - running costs	0.00	-4,141.11
			B03010 Wide area networks	0.00	-383,768.34
			B03110 VIS	0.00	194,183.24
			B03111 EES	0.00	-359,187.77
			B03112 ETIAS	0.00	171,064.62
			B03120 Eurodac	0.00	573,988.28
			B03130 Interoperability	0.00	-343,806.78
			B03200 ECRIS	0.00	-150,907.21
			B03800 System security and business continuity	0.00	-63,168.53
			B03810 External support	0.00	32,975.42
			B03820 Advisory Groups	0.00	-123.74
			B03821 Other meetings and missions	0.00	2,009.57
			B03822 Schengen evaluations	0.00	-452.48
30	LIS.7761	19/12/2025	A01403 Social activities	-3,603.99	-3,603.99
			A02200 Office equipment and logistical services	-4,194.20	-4,194.20
			A02330 Other running costs	-10,100.00	-10,100.00
			A02700 External support services	-18,759.49	-18,759.49
			A02800 Corporate security	-256.61	-256.61
			B03100 SIS	301,766.08	0.00
			B03110 VIS	-281,816.77	0.00
			B03111 EES	-254,451.55	0.00
			B03112 ETIAS	24,082.15	0.00
			B03120 Eurodac	26,186.33	12,101.18
			B03130 Interoperability	24,082.13	1,154.59
			B03200 ECRIS	259,549.19	23,658.52
			B03800 System security and business continuity	-503.24	0.00
			B03802 Training for Member States	-38,776.51	0.00
			B03820 Advisory Groups	-23,203.52	0.00

BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

in EUR million			
Budget outturn	2023	2024	2025
Reserve from the previous years' surplus (+)	0.000	0.000	0.000
Revenue actually received (+)	315.600	287.221	361.982

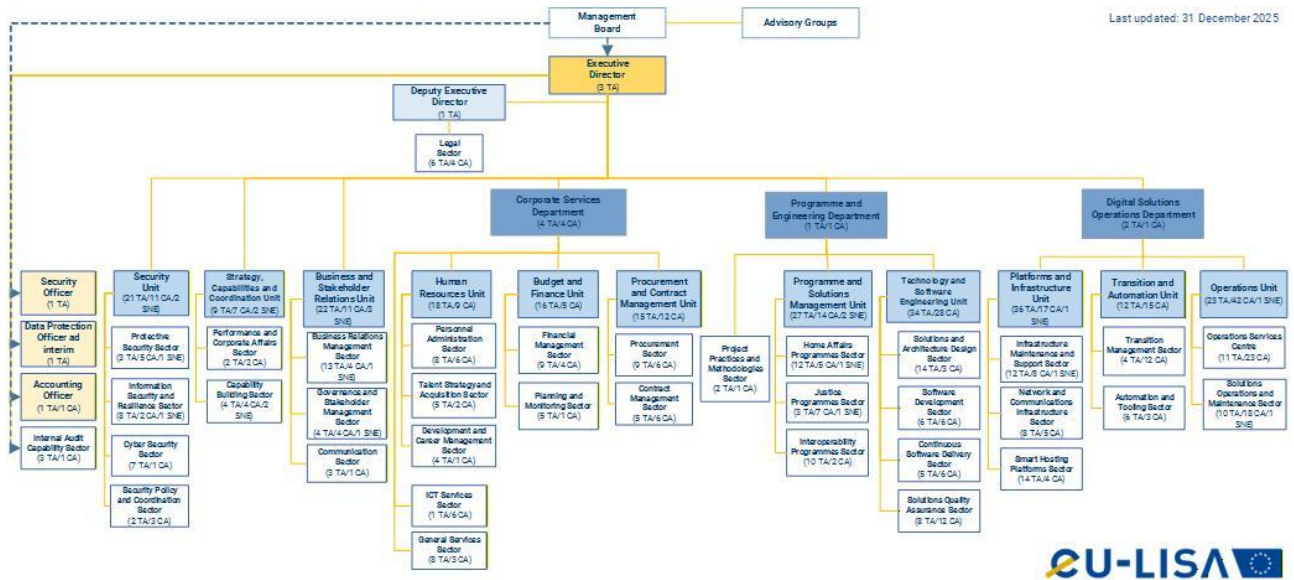
INTERNAL DAY-TO-DAY

Payments made (-)	-280.676	-265.430	-393.214
Carryover of appropriations (-)	-93.314	-101.822	-63.698
Cancellation of appropriations carried over (+)	0.813	1.913	0.269
Adjustment for carryover of assigned revenue appropriations from previous year (+)	58.685	80.081	94.930
Exchange rate differences (+/-)	-0.000	-0.000	-0.000
Adjustment for negative balance from previous year (-)	26.282	1.108	1.963
Total	1.108	1.963	0.269

ANNEX III: ORGANISATIONAL CHART

The organisational chart depicts eu-LISA's organisational structure down to sector level, including special functions listed in the establishing Regulation and individual subdivisions that are not part of any unit.

On 16 March 2025, the Agency updated its organisational structure to ensure better delivery of its mandate and objectives, enhance compliance, and improve efficiency. To enhance overall planning coordination and foster the new way of working, this reorganisation included the creation of several new sectors focusing on planning and monitoring, project practices and methodologies, and a dedicated sector for Interoperability programmes. In addition, some larger sectors were split in two, e.g. under Technology and Software Engineering Unit and Human Resources Unit, while others saw their tasks reassigned under other entities, e.g. Liaison Office and Solutions Expertise Hub.



Source: Sysper and organigramme. Reference date: 31 December 2025

ANNEX IV: ESTABLISHMENT PLAN AND ADDITIONAL INFORMATION ON HUMAN RESOURCES MANAGEMENT

ESTABLISHMENT PLAN³⁵

eu-LISA's initial establishment plan included **473 authorised posts**, comprised of 269 temporary agents (TA), 193 contract agents (CA), and 11 seconded national experts (SNE) and represented an increase of the number of staff by almost 13 % compared with 2024.

Staff population	Authorised for 2025 (TA, CA, SNE) under EU budget	Filled as at 31.12.2025	Occupancy rate as at 31.12.2025 ³⁶
Temporary agent (TA)	269	229	85.13%
Administrators (AD)	216	178	82.41%
Assistants (AST)	53	51	92.23%
Assistants/Secretaries (AST/SC)	-	-	-
Contract agent (CA)³⁷	193	180	93.26%
Seconded national expert (SNE)³⁸	11	9.7	88.18%
Total	473	418.7	88.52%

Source: Establishment plan and Sysper. Reference date: 31 December 2025.

AD category and grade	Temporary agents	AST category and grade	Temporary agents
AD 16	-	n/a	-
AD 15	-	AST 11	-
AD 14	2	AST 10	
AD 13	3	AST 9	1
AD 12	5	AST 8	6
AD 11	10	AST 7	10
AD 10	15	AST 6	12
AD 9	26	AST 5	9
AD 8	32	AST 4	11
AD 7	16	AST 3	4
AD 6	51	AST 2	-
AD 5	56	AST 1	-
Total AD	216	Total AST	53

Source: Establishment plan. Reference date: 31 December 2025.

INFORMATION ON THE ENTRY LEVEL FOR EACH TYPE OF POST

The table below presents the levels at which the key functions listed by the Commission are represented in eu-LISA. In case of differences between the Commission's and eu-LISA terminology, internal job titles are listed. The entry grades that exceed the ones mentioned in Article 53 of the Conditions of Employment of Other Servants of the European Union (CEOS) are due to staff recruitment during the Agency's start-up phase when

³⁵ eu-LISA staff establishment plan comprises temporary agents (TA) and contract agents (CA), with no separate posts for officials.

³⁶ Occupancy rate includes only the authorised posts and staff employed as of 31 December 2025.

³⁷ CAs usually work on specific fixed-term projects to cover temporary gaps during long-term absences or increased workload for limited periods.

³⁸ SNEs are sent to eu-LISA by EU Member State national authorities for specialised tasks to ensure the alignment of the Agency's operations and services with the needs of end-users.

higher grades were allocated in eu-LISA's establishment plan.

Key functions	Type of contract	Key functions	Type of contract
Head of Department (level 2)	TA	AD 12	administration/operations
Head of Unit (level 3)	TA	AD 9	administration/operations
Head of Sector (level 4) (no head of entity role)	TA	AD 5. AD 6. AD 7	administration/operations
Senior Officer	TA	AD 7	administration/operations
Officer	TA. CA	AD 5. AD 6. FG IV	administration/operations
Head of Corporate Services Department	TA	AD 12	Administration
Head of Human Resources Unit	TA	AD 9	Administration
Head of Budget and Finance Unit	TA	AD 10	Neutral
Head of Internal Audit Capability	TA	AD 9	administration/neutral
Accounting Officer	TA	AD 9	Neutral
Data Protection Officer	TA	AD 8	Administration
Personal Assistant to the Executive Director	TA	AST 5	Administration
Secretaries / Assistants to HoD/U	TA. CA	AST 3. FG II	administration/operations

BENCHMARKING AND SCREENING EXERCISE

eu-LISA conducted its annual benchmarking exercise in accordance with the methodology agreed by the Heads of Administration of the EU agencies in 2014. This methodology has been devised by adapting, refining, and elaborating the Commission's screening methodology. The screening categorises human resources by the organisational role each job is serving. The focus of this exercise is to show the number of 'administrative support and coordination', 'operational' and 'neutral' jobs in all organisational entities. The screening was applied to all eu-LISA posts.

The results of 2025 benchmarking show a decrease (2.2%) in the proportion of operational posts (from 70.6% to 68.4%), where general operational activities decreased by 2.7%, while top-level coordination and programme management increased by 0.3%. The percentage of administrative and coordination posts increased by 2.1% from 18.6% to 20.7% due to the high occupancy rate of short-term posts (posts authorised by ED). The number of neutral posts increased by 0.2% from 10.7% to 10.9%.

Job type (sub)category	2024 (%)	2025 (%)	Change
Administrative support and coordination	18.6%	20.7%	+2.1%
administrative support	13.9%	15.3%	+1.4%
coordination	4.7%	5.4%	+0.7%
Operational	70.6%	68.4%	-2.2%
top-level operational coordination	5.7%	6.0%	+0.3%
programme management and implementation	3.1%	3.4%	+0.3%
evaluation and impact assessment	0.0%	0.0%	0.0%
general operational	61.8%	59.1%	-2.7%
Neutral	10.7%	10.9%	+0.2%
finance/ control	10.7%	10.9%	+0.2%
linguistics	0.0%	0.0%	0.0%

The Agency also screened the posts occupied by external service providers (contracted personnel working on-site) with the following results: a 18% decrease in the proportion of administrative support and coordination posts, from 52.05% to 34.05%. The overall operational activity posts increased by 16.83%, from 45.89% to 62.72%, whereas programme management posts decreased by 2.52%. The percentage of neutral posts increased by 1.17%, from 2.05% to 3.23%. These described changes were due to the deployed improvements

to the governance of external support, which made several external resources visible as opposed to the situation in 2024.

Job type (sub)category	2024 (%)	2025 (%)	Change
Administrative support and coordination	52.05%	34.05%	-18.00%
administrative support	30.14%	18.64%	-11.50%
coordination	21.92%	15.41%	-6.51%
Operational	45.89%	62.72%	+16.83
top-level operational coordination	0%	0.00%	0.00%
programme management and implementation	7.53%	5.02%	-2.52%
evaluation and impact assessment	2.05%	1.08%	-0.98%
general operational	36.30%	56.63%	+20.33%
Neutral	2.05%	3.23%	-1.17%
finance/ control	2.05%	3.23%	-1.17%
linguistics	0%	0.00%	0.00%

ADOPTED HR IMPLEMENTING RULES

In July, the Management Board of the Agency adopted for implementation by analogy rules concerning the new Mission Guide. In November, the Agency adopted a corrigendum to these rules following a communication from the Commission.

COMPENSATORY LEAVE SCHEMES

Pursuant to the European Parliament's 2011 Discharge Report, all EU agencies are required to report on the number of leave days authorised to each grade under the flexitime and compensatory leave schemes.

The Agency provides its services to Member States on a continuous basis (24/7), meaning that some of its staff work in shifts or are on stand-by duty. Occasionally, interventions on the IT systems managed by eu-LISA require that the work be performed outside regular office hours, including at night or on public holidays. Consequently, overtime compensation for flexitime work or during stand-by duty interventions is an integral feature of the Agency's daily operations.

In addition, to compensate the additional work required for the Entry into Operations of VIS4 and sBMS on 19-20 May 2025 and for the Entry/Exit System on 12 October 2025, an exceptional overtime compensation was granted to staff members involved in these projects. The table below shows the amount of leave (number of days) granted as compensation for overtime work, broken down by function group, and the average number of days compensated. The overview does not include stand-by duty as that staff are compensated financially. However, seconded national experts (SNE) are compensated with time off, under flexitime or overtime, depending on the number of hours or days to be compensated for the stand-by duty service.

Functional group	Compensation	Total days used	Number of persons	Average days	Functional group	Compensation	Total days used	Number of persons	Average days
TA AD	overtime	53.5	22	2.4	CA FGII	overtime	0	0	0
	flexitime	727.5	104	7.0		flexitime	12	1	12
TA AST	overtime	7.5	4	1.9	CA FGIII	overtime	11.5	6	1.9
	flexitime	216.5	34	6.4		flexitime	273.5	52	5.3
SNEs	overtime	21	2	10.5	CA FGIV	overtime	79.5	40	2.0
	flexitime	76	11	6.9		flexitime	785	112	7.0
Total		2263.5	388	5.8					

ANNEX V: HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

HUMAN RESOURCES BY ACTIVITY

Out of a total of 473 posts, 260.1 full-time equivalents (FTE) (68.4% of staff) were used for operational activities and 41.1 FTEs (10.9% of staff) for related procurement and financial activities. 78.8 FTEs (20.7% of staff) were used for horizontal activities (general coordination and administrative support). The table below presents an overview of eu-LISA staff per legislative proposal as authorised in the 2025 budget as per establishment plan.

Activity area	Actual situation in 2025 ³⁹			Authorised for 2025 ⁴⁰		
	TA	CA	SNE	TA	CA	SNE
eu-LISA Regulation	132	56	8	142	57	11
Baseline staff	107	29	6	113	30	9
Revised eu-LISA Regulation (additional staff)	19	27	2	23	27	2
Cybersecurity posts granted in 2023	6	-	-	6	-	-
System-specific regulations (adopted)	97	110	-	127	136	-
EES	29	-	-	32	-	-
ETIAS	6	30	-	7	35	-
ECRIS-TCN	-	4	-	-	5	-
e-CODEX	2	2	-	2	3	-
EES-ETIAS carrier support ⁴¹	-	19	-	-	21	-
Interoperability	23	28	-	24	31	-
SIS Recast (Return and Borders)	-	2	-	-	4	-
Revised VIS	5	6	-	6	6	-
JITs CP	5	-	-	8	-	-
Visa digitalisation	1	-	-	1	1	-
Eurodac Recast	12	15	-	15	20	-
Screening Regulations	6	2	-	13	6	-
Prüm central router	5	-	-	7	-	-
API-PNR router	3	2	-	12	4	-
Legislative proposals pending adoption	-	-	-	-	-	-
DTA	-	-	-	-	-	-
Short-term posts	-	-	-	-	-	-
Short-term posts ⁴²	-	14	-	-	-	-
Total	229	180	8	269	193	11

Source: Sysper. Reference date: 31 December 2025.

EXPENDITURE ACCORDING TO ACTIVITY-BASED COSTING

Activity-based costing allows to identify the total costs of each system managed by the Agency. The total system expenditure comprises the following:

- direct expenditure, covering maintenance and project costs,

³⁹ Staff in place, excluding issued job offers.

⁴⁰ The total number of posts as adopted by the budgetary authority.

⁴¹ These posts are temporarily allocated to eu-LISA from Frontex for a three-year period lasting from 2025 to 2027.

⁴² Short-term posts for Contract agents (CA) to cover urgent business needs, financed from budgetary savings due to lower occupancy rate.

- network expenditure,
- horizontal expenditure. including operational costs for shared infrastructure. system security and corporate and horizontal expenditure. mainly staff and running expenditure.

The re-allocation of corporate and operational horizontal expenditure is based on the following cost drivers:

- direct system expenditure,
- time (cost of manpower) allocated to the systems,

In 2025, the Agency implemented a budget of 311 million euros.

Overview of resource allocation by portfolio 2025

Multiannual activity	2025 planned ⁴³	2025 actual execution	Budget variance
Home Affairs	138,346,012	150,326,563	+9%
Security	24,486,000	21,731,260	-12%
SIS	17,011,000	17,146,591	+1%
Prüm router	3,550,000	3,527,471	-1%
API-PNR router	3,925,000	1,057,198	-73%
Borders	29,528,012	72,117,261	+144%
VIS	7,000,000	12,794,504	+83%
EES	11,328,012	48,569,196	+329%
ETIAS	11,200,000	10,753,562	-4%
Asylum	68,732,000	32,705,218	-52%
Eurodac	68,732,000	32,705,218	-52%
Interoperability	15,600,000	23,772,824	+52%
Justice	5,752,019	10,963,044	+91%
ECRIS	1,961,019	6,160,860	+214%
e-CODEX	1,291,000	2,302,184	+78%
JIT CP	2,500,000	2,500,000	-
Infrastructure	55,973,000.	48,333,236	-14%
Shared System Infrastructure (inc. BCU)	35,573,000	37,270,168	+14%
Networks	20,400,000	11,063,068	-46%
Operational support activities	15,923,000	14,515,764	-9%
Operational support activities	14,170,000	13,590,783	-4%
System security and business continuity	2,000,000.	1,867,026	-7%
Test and transition			-
Training for Member States	1,200,000	545,479	-55%
External support	10,970,000	11,178,279	+2%
Meetings and Missions	1,753,000	924,980	-47%
Advisory Groups	1,622,000	832,980	-49%
Other meetings and missions	80,000	62,000	-23%
Schengen evaluations	51,000	30,000	-41%
Title 3 total	215,994,031	224,138,607	+4%
Corporate activities	94,987,934	86,843,200	-9%
Governance and compliance	550,000	20,277	-96%

⁴³ Based on SPD 2025-2027 Annex II and financial statement

INTERNAL DAY-TO-DAY

Stakeholder management and communication	2,263,000	2,630,617	+16%
Corporate security and business continuity	3,859,000	5,549,164	+44%
Human resources management	58,276,965	49,752,171	-15%
Budget, finance and procurement	624,100	1,175,119	+88%
Legal services	694,000	505,487	-27%
Corporate support	28,720,869	27,210,365	-5%
Title 1 and 2 total			
Total	310,981,965	310,981,808	-

ANNEX VI: CONTRIBUTION. GRANT AND SERVICE-LEVEL AGREEMENTS

In 2024, eu-LISA was tasked with the design, development, and operational management of the collaboration platform for Joint Investigation Teams (JITs CP).⁴⁴ The Agency will receive a total of **13.884 million euros** through the contribution agreement concluded with the Commission based on Article 7 of the Financial Regulation.⁴⁵

					in EUR million and FTE				
General information					Financial and HR impacts				
Contribution agreement: JITs CP									
Signed	Total amount	Duration	Counter-part	Short description	2024			2025	
17 May 2024	13.884	48 months	DG JUST	design, development and operation of the JITs CP	Amount	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
						3.608	3.608	4.116	4.116
					TA/CA		4		8
SNE		0		0					

⁴⁴ Regulation (EU) 2023/969 of 10 May 2023 establishing a collaboration platform to support the functioning of joint investigation teams and amending Regulation (EU) 2018/1726, OJ L 132, 17.05.2023, p. 1-20.

⁴⁵ The EU Contribution Agreement (JUST/2024/PR/CNECT/0031) between eu-LISA and the European Commission's Directorate General for Justice and Consumers (DG JUST) was signed on 17 May 2024.

ANNEX VII: ENVIRONMENT MANAGEMENT

The impact of environmental issues on organisational performance is continuously increasing, and over time, the systematic identification and correction of detected shortcomings will lead to better environmental (and overall organisational) performance. In line with the European Union's Green Deal objectives and the Agency's responsibility for sustainable public administration, the Agency pursued measures to reduce its environmental footprint.

EMAS registration. The Agency implemented its internal Environmental Management System (EMS) based on the principles of the EU's Eco-Management and Audit Scheme (EMAS), and the Commission's European Green Deal Action Plan. In April 2025, eu-LISA was officially awarded the EMAS certificate (valid until April 2028), confirming good level of its environmental management system, which has been strengthened with environment monitoring solutions (e.g. environmental sensor network in the Strasbourg data centre, AI-supported building management system in Tallinn) and environmental awareness.

Raising awareness and improving environmental culture. The Agency organised internal awareness sessions and workshops (15), published its environmental statement report and a factsheet on carbon footprint results. These reports outlined eu-LISA's progress with its environmental objectives, detailing both past actions and measures, as well as target-setting for the future.

Improving energy efficiency of eu-LISA's buildings and data centres. The Agency continued implementing green infrastructure and building initiatives, integrating energy-efficient design and long-term environmental considerations. The Agency continued with promoting the use of green electricity and district heating, which are coming from renewable energy (more than 97% across all sites in 2024). To improve its energy performance, eu-LISA also completed an energy audit in Strasbourg.

Since 2023, the Agency implements a sobriety action plan to contribute to the EU's 2030 energy efficiency targets (reduction of primary and final energy consumption), aiming for the energy savings through improving the heating and cooling systems through continuous monitoring relevant performance indicators and defining efficient actions to address discrepancies. The Agency modified its sobriety action plan to improve the efficiency and approved an energy efficiency plan for tertiary building.

The Agency put together an action plan to ensure compliance with necessary environmental and energy efficiency standards in compliance with applicable EU law. As a short-term solution, eu-LISA is working towards enabling a more efficient use of its existing cooling infrastructure and introduced a demo for an immersive cooling system at CU. The Agency continued with a study for a mid-term solution based on geothermy to reduce its overall power usage effectiveness (PUE). With these solutions, the Agency expects reduce PUE between 5–7 % and increase system availability and gain additional cooling power.

Reducing CO₂ emissions. eu-LISA has been monitoring and recording its CO₂ emissions since 2020. In 2024, the Agency significantly improved its calculations by using the Bilan Carbone methodology. In 2025, eu-LISA continued to define a carbon neutral strategy to reduce its greenhouse gas (GHG) emissions, with a view to achieving climate neutrality by 2030, in line with the EU Agencies Network (EUAN) Charter on the reduction of GHG emissions and responsible environmental management.

Particularly, the Agency continued promoting videoconferencing as default option, optimised the organisation of missions (incl. limiting number of staff from same sector to go to the mission and the same time), and decreasing environmental impact of travel. More than 80% of the mission organised in 2025 respected the greening rules from the mission guideline.

Applying Green Public Procurement strategy. The Agency continued integrating EU Green Public Procurement (GPP) criteria and requirements on environmental aspects in new procurement procedures related to priority markets as defined in the eu-LISA GPP policy as well as advancing targeted training. The number of trainings was achieved in 2025.

Preventing, sorting, recycling waste. The Agency continued implementing its new waste management procedure to comply with regulatory and EMAS regulations, as well as to reduce the environmental impact of eu-LISA, focusing especially on product waste flow in Strasbourg sites, types of waste and waste collection areas. The Agency increased the recovery waste rate in all sites to 100%.

Promoting circular economy and sustainable mobility. The Agency continued promoting digital work environment, integrating environmental considerations in all activities and projects (incl. hosting sustainable and green meetings and events), donating unused materials (e.g. furniture and hardware), reaching 100% for furniture and 81% for overall material waste recovery.

ANNEX VIII: ANNUAL ACCOUNTS

STATEMENT OF FINANCIAL POSITION

	31 December 2025	31 December 2024	Variation
Non-current assets	202,264,379	182,547,233	19,717,146
Computer software	92,997,460	40,052,009	52,945,451
Intangible assets under construction	36,093,780	76,067,101	(39,973,321)
Intangible assets	129,091,240	116,119,110	12,972,130
Land and buildings	39,764,553	32,522,540	7,242,013
Plant and equipment	612,348	134,054	478,294
Furniture and vehicles	301,778	285,719	16,059
Computer hardware	29,490,664	30,891,234	(1,400,570)
Other fixtures and fittings	2,528,497	2,158,127	370,370
Property, plant and equipment	72,697,840	65,991,674	6,706,166
Non-current exchange receivables	475,299	436,449	38,850
Current assets	95,335,672	131,644,304	(36,308,632)
Amounts receivable from customers	57,146	-	57,146
Deferred charges	25,435,795	21,004,146	4,431,649
Other exchange receivables	60,376,293	101,263,852	(40,887,559)
Current exchange receivables	85,869,234	122,267,998	(36,398,764)
VAT receivables	3,050,695	1,777,926	1,272,769
Contribution from Schengen Associated Countries	6,415,743	7,598,380	(1,182,637)
Non-exchange receivables	9,466,438	9,376,306	90,132
Assets	297,600,051	314,191,537	(16,591,486)

	31 December 2025	31 December 2024	Variation
Net assets	150,563,652	184,169,087	(33,605,435)
Accumulated surplus	184,169,088	250,672,571	(66,503,483)
Economic result of the year (+ profit - deficit)	(33,605,436)	(66,503,484)	32,898,048
Current liabilities	147,036,399	130,022,450	17,013,949
Current payables	22,227,395	21,116,922	1,110,473
Accounts payable with consolidated entities	6,677,050	5,257,497	1,419,553
Accounts payables	28,904,445	26,374,419	2,530,026
Accrued charges and deferred income	118,131,954	103,648,031	14,483,923
Liabilities	297,600,051	314,191,537	(16,591,486)

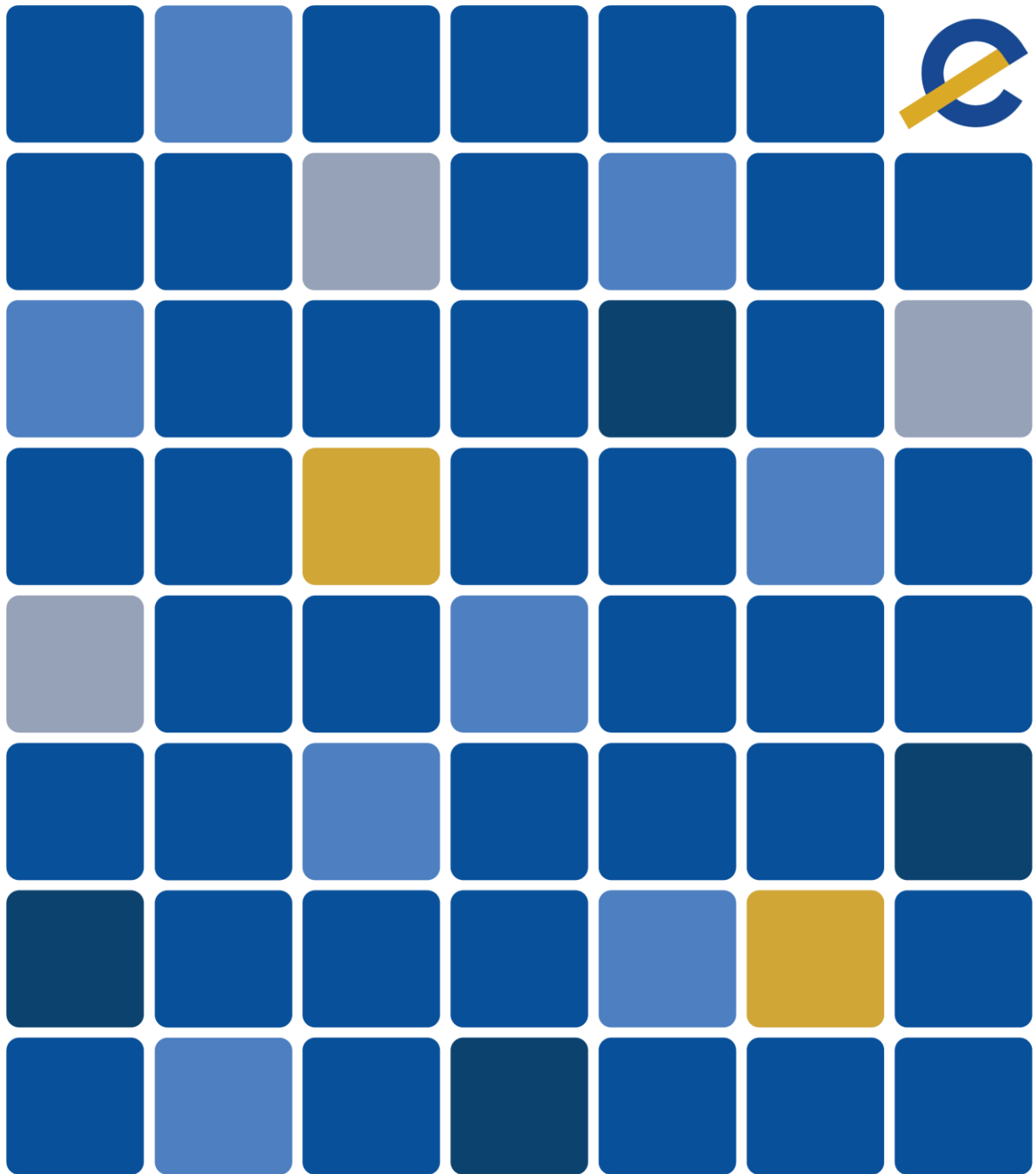
STATEMENT OF FINANCIAL PERFORMANCE

	31 December 2025	31 December 2024	Variation
Revenue	357,550,530	279,137,363	78,413,167
EU Contribution	338,851,385	258,460,073	80,391,312
Contribution of EFTA countries	18,692,244	20,653,572	(1,961,328)
Other non-exchange operating revenues	3,146	-	3,146
Non-exchange revenues	357,546,775	279,113,645	78,433,130

	31 December 2025	31 December 2024	Variation
Administrative revenue consolidated entities	-	3,366	(3,366)
Miscellaneous income	3,755	20,352	(16,597)
Exchange revenues	3,755	23,718	(19,963)
Expenses	(391,155,966)	(345,640,847)	(45,515,119)
Operational expenses	(257,303,372)	(212,786,598)	(44,516,774)
Staff expenses	(47,002,535)	(42,124,371)	(4,878,164)
Finance costs on late payment	(337,113)	(11,074)	(326,039)
Administrative and IT expenses	(12,135,505)	(12,527,442)	391,937
Other external service provider expenses	(6,967,343)	(6,182,814)	(784,529)
Expenses with consolidated entities	(6,720,456)	(4,658,984)	(2,061,472)
Fixed asset related expenses	(58,684,416)	(66,524,430)	7,840,014
Operating lease expenses	(2,005,221)	(824,821)	(1,180,400)
Legal provisions	(5)	(313)	308
Exchange rate losses	(133,852,594)	(132,854,249)	(998,345)
Administrative expenses	(257,303,372)	(212,786,598)	(44,516,774)
2025 economic results	(33,605,436)	(66,503,484)	32,898,048

CASH-FLOW STATEMENT (INDIRECT METHOD, IN EUROS)

	2025	2024
Operating activities	69,140,432	41,385,858
Economic result of the year - Profit/(loss)	(33,605,436)	(66,503,484)
Amortization of intangible fixed assets	24,836,896	24,382,699
Depreciation and write-off of tangible fixed assets	24,625,239	36,753,592
Increase/(decrease) in provision	-	(49,000)
(Increase)/decrease in Pre-financing	(38,849)	(281,874)
(Increase)/decrease in Long-term Pre-financing/Deposits	36,308,632	(1,711,840)
(Increase)/decrease in Short-term receivables	15,594,397	44,645,872
Increase/(decrease) in accounts payable and accrued charges	1,419,553	4,149,893
Increase/(decrease) in liabilities related to consolidated EU entities	(33,605,436)	(66,503,484)
Investing activities	(69,140,432)	(41,385,858)
(Increase) of tangible and intangible fixed assets	(69,140,432)	(41,385,858)
Net increase/(decrease) in cash and cash equivalents	-	-
Cash and cash equivalents at the beginning of the period	-	-
Cash and cash equivalents at the end of the period	-	-



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