



**Partnering for accelerated
innovation** in Europe

**Developing innovative
bio-products** in Sardinia

Investing in youth
for better job opportunities in Spain

Editorial

As we are slowly moving out of the crisis, Europe needs to look ahead to the new challenges on the horizon. One of the most pressing challenges already very present today is the loss of competitiveness in some key areas. As other regions of the world have emerged faster from the crisis and move ahead more quickly than we do, we must step up efforts in order to keep our competitive edge on a global scale. One conclusion that can already be drawn today is that to achieve this Europe needs to invest more in innovation. It is obvious that the EIB, as the EU bank, is fully committed to helping Europe address this challenge.

The ways we organise innovation are changing. Today, innovation is much more than ever before about cooperation between manufacturers, suppliers, customers and public sector research institutions. In particular, teaming up with others to advance new ideas or market new products is an inherent part of the business model of pioneering companies. In order to mobilise investment innovators forge new partnerships.

The EIB has to adapt its financing to this new way of working and cater to the needs of new client groups. That is why we are partnering at EU and national level with private and public entities to develop new products, fill market gaps and support innovation and skills for a growing economy. In this way the EIB can help turn good ideas into concrete business opportunities.

This edition of EIB INFO puts the spotlight on projects that drive innovation and skills, but also highlights the value of innovation partnerships. We are working with intermediaries to support higher education as well as high growth start-ups, partnering with public institutions to modernise Europe's campuses. We are teaming up with companies, project promoters, financial partners and the European Commission to help shoulder some of the risk that is an inherent part of innovative ventures.

The EIB is a major partner in supporting projects to develop innovation and skills for a growing economy, from financing ambitious big research to backing small specialised spin-outs or funding digital networks. In 2013 alone, the EIB invested some EUR 17.2bn in this area. Backing investments that are geared towards innovation, skills and greater competitiveness is part of the EIB's mission to secure Europe's growth and jobs potential.



We are supporting projects to develop innovation and skills for a growing economy

Contents

EIB IN FOCUS

- 03 Partnering for accelerated innovation in Europe
- 06 Consultation on Transparency Policy starts
- 07 News in brief

EIB IN ACTION

- 08 Support for innovation and skills in figures
- 10 "A benchmark for future operations"
- 12 Investing in youth for better job opportunities in Spain
- 13 Supporting educational equality with student loans in Hungary
- 14 Project Campus takes off in France
- 15 Enhancing mobile broadband services in Portugal
- 16 'No shortage of great ideas and excellent science in Europe'
- 18 Helping small innovative companies grow faster
- 20 Developing innovative bio-products in Sardinia
- 22 Innovative finance meets innovative pharma

NEW@EIB

- 23 New@EIB

Partnering for accelerated innovation in Europe

Europe is facing a major challenge in terms of competitiveness and innovation. That is why the EIB Group is partnering with others to accelerate the emergence of new products to fill market gaps, help innovators turn good ideas into business realities and open up new possibilities for Europe's youth. Innovation is a key ingredient for driving sustainable growth, creating jobs and ensuring Europe's long-term competitiveness.



As the EU is getting back on the growth track, it is time to gaze into the future, and there is no time for complacency: we need to invest more and be more creative and productive in order to secure future jobs and growth in Europe.

Youth skillsets in focus – tackling the talent challenge

Naturally this crisis will not be over until reforms have made themselves noticeable on the jobs market and they prove to be sustainable. Structural problems such as the fit between educational and labour market requirements remain at the heart of the problem. These are not issues that an investment bank can solve – the EU Member States must create the necessary conditions through structural reforms to adequately prepare young people for the jobs market. Nevertheless, wherever we can, we are ready to make our contribution to overcoming one of the most serious issues of our time: the threat of a lost generation.

Last summer, the Heads of State and Government introduced measures to fight youth unemployment in Europe. At that time, the EIB agreed to contribute EUR 6bn for creating jobs and improving training opportunities. At the end of 2013 that sum reached EUR 9bn, and this year we expect to provide at least another EUR 6bn.

The EIB supports investments that improve education quality and accessibility through upgrades of university facilities and the provision of student loans. The EUR 1.3bn plan to finance 13 scientific and university campuses in France and successful student loan schemes in Hungary and Spain that have helped young people access higher education – highlighted in this issue – are a testament to this. In this way, the EIB seeks to help improve the skills base of the next generation of work-

ers and thereby contribute to creating new employment opportunities. Education and skills are also key enablers for increased competitiveness. In particular, the R&D-intensive and competitive industries require a high-skilled labour force to thrive.

Another ingredient stimulating technological innovation is information and communications technologies (ICT) infrastructure. The Alphasat satellite brings high-speed data and voice communications to people in remote regions and NOS is modernising its mobile broadband network, both with the financial backing of the EIB as this issue shows. These are only two examples of the EIB's support for ICT infrastructure, where investment is necessary to meet Europe's growing data needs and lay the groundwork for increased productivity and growth.

Bridging investment gaps

Europe is facing the challenge of competitiveness and innovation at a global level, where it risks being squeezed between a more smart-based US economy and a faster growing China that is rapidly expanding its research and development capabilities. Europe's investment in R&D has been below 2% for ten years while, in Asia, Japan and South Korea spend more than 3% of their GDP. Even China invests slightly more than the EU on R&D, while that of the US remains stable at about 2.8%.

The European Commission estimates that, in order to reach the 3% target for R&D set at EU level, Europe would need to spend approximately EUR 130bn more per year on R&D. On top of that there is a yearly gap of about EUR 350bn for modernisation investments in industry, of which about EUR 90bn for catching up on latest generation manufacturing technologies.

This forces a rethink on public investment. The gap in terms of financing for what is needed for Europe's global competitiveness is evident. The challenge of the coming years is to belong to the leading forces of technology again. In this context, key enabling technologies (KETs) play an important role in driving the development of new goods and services. This is supported at EU level and, the EIB is also playing its part by backing projects such as Matrica, also mentioned in this issue, which uses KETs to produce green chemicals in Sardinia.

Innovative partnerships to support smart investments

Just like companies throughout the EU, we need to get smarter: find new ways of working together and keep on innovating. The Bank has done just that – developing a number of new financing instruments to address specific challenges and joining forces with others in order to go further. A recent example is the Institution for Growth in Greece, where we are working hand-in-hand with the Hellenic Republic and the German promotional bank Kreditanstalt für Wiederaufbau to



overcome existing temporary and structural funding gaps (see also News in brief item).

In June, the EIB Group (EIB and EIF) together with the European Commission renewed their commitment to supporting research, development and innovation across Europe. A new range of products has been launched under InnovFin – EU finance for innovators. This is set to complement the EIB Group's financial offer for research, development and innovation projects. One of the first loans to be signed under InnovFin was UCB, which was also a first-of-its-kind transaction with its innovative "at risk co-development funding" approach to supporting its biopharmaceutical R&D (see article).

InnovFin – EU finance for innovators

Innovation requires access to finance at reasonable cost. One of the key factors constraining the implementation of research and innovation activities is the lack of available financing on acceptable terms for innovative businesses, since these types of companies or projects often deal with complex products and technologies, unproven markets and intangible assets. In order to overcome these obstacles, the European Commission and the EIB Group have joined forces to provide finance for research and innovation to entities that often struggle to access financing.

"Financial instruments provide an innovative way of investing in growth-enhancing companies and activities. The EU lags

behind its global competitors in terms of business investment in innovation, so we must encourage banks to lend to these projects and help research-intensive companies get access to this finance. This will help us reach our EU target of investing 3% of GDP in R&D by 2020," European Research, Innovation and Science Commissioner Máire Geoghegan-Quinn said at the launch in early June.

InnovFin offers financing options tailored to a wide range of clients from innovative small start-ups to large enterprises and public institutions. Over the next seven years, it is expected that the InnovFin products will make available more than EUR 24bn of financing for research and innovation by small, medium-sized and large companies and the promoters of research infrastructures.

In order to respond swiftly to financing requests, streamlined procedures have been established to reduce the time needed to secure financing – from first contact to signature of contract – to three to six months. The EIB's due diligence process involves the assessment of the company's or project's eligibility, techno-economic viability and environmental soundness and the promoter's financial situation and outlook.

Building on a successful pilot initiative

"Europe today needs sustainable economic growth to maintain living standards and secure welfare and jobs. Investment in innovation is key to this end. The

InnovFin-EU finance for innovators

| SMEs | Midcaps | Large Caps | Advisory |
|---------------------------------|-----------------------------------|----------------------------|----------------------|
| InnovFin SME Guarantee | InnovFin MidCap Guarantee | InnovFin Large Projects | InnovFin Advisory |
| InnovFin SME Venture Capital | InnovFin MidCap Growth Finance | | |
| | | direct products | indirect products |

Europe 2020 strategy aims at smart growth achieved in a smart way. We need to ensure that a limited EU budget is used to maximum effect. This is why the EIB Group and European Commission are again joining forces to provide a new range of financial instruments and advisory services," EIB Vice-President Philippe de Fontaine Vive stresses.

Through the blending of EU budget funds with EIB Group financing solutions, we are helping to do more with less by mobilising investment from other parties for the benefit of innovation across Europe. This builds on the success of the Risk-Sharing Finance Facility developed under the seventh EU framework programme for research and technological development (FP7), which financed 114 research and innovation projects to the tune of EUR 11.3bn and, in addition, provided loan guarantees worth over EUR 1.4bn. InnovFin is set to double this and trigger multiple investments.

Innovative projects supported range from large research infrastructures, such as the Sincrotrone free-electron laser in Italy, pharmaceutical innovation including Gedeon Richter in Hungary and tech transfer with Imperial Innovations (see article), to midcaps like Finnish Rovio, creator of the popular Angry Birds game and other small innovative businesses through the support of the European Investment Fund (see article).

Independent evaluations show that projects under this programme have a potentially high economic impact and positive externalities, and play a vital role in

ensuring Europe's competitiveness in the global economy. The Horizon 2020 strategy and in particular the so-called Innovation Union aim at increasing Europe's power to innovate and will therefore continue this mission. A key challenge is to help stimulate investments in research and development in a smart and sustainable way, helping Europe to close its innovation gap with the US, Japan and other countries.

The EU bank seeks to add value beyond providing favourable loan conditions, by combining funds, attracting additional financing and providing crucial advice in project preparation and follow-up to make them a success. Past experience has demonstrated that many research and innovation projects face difficulties in securing access to finance although their funda-

mentals are good. Advisory support helps them to capitalise on these fundamentals and adjust elements such as governance, funding sources and financing structure, in order to improve their access to finance.

"InnovFin Advisory will utilise the expertise of the EIB Group to enable investors and promoters to launch innovative new investment as well as to build on the success of existing achievements. This advisory service is expected to support public and private sector investments of over EUR 20bn in the next seven years," says EIB Vice-President Wilhelm Molterer.

By lending, blending and advising for innovation and skills, together we can help boost productivity and competitiveness in Europe in order to secure jobs and growth in the future. ■



Consultation on Transparency Policy starts



As part of a practice of regularly reviewing its key policies, the EIB is consulting with stakeholders on how to improve and adapt its Transparency Policy. We are aiming to adopt an updated policy by the end of the year.

Much has changed both internally and externally since the last review of the EIB's Transparency Policy in 2009. The Bank is now publishing more and more details of its activities on its website and there is heightened interest in information about what we are doing to tackle the economic and financial crisis.

Increased interest in information about the Bank

In 2013 alone, the EIB InfoDesk – which deals with enquiries from the general public – has fielded some 4 800 requests, roughly 20 per working day, via email, telephone, fax or letter. The InfoDesk team works closely with the Bank's various directorates and ensures that information is delivered in an accurate and timely fashion.

The Bank publishes information about the projects it appraises well ahead of their approval together with relevant environmental information, such as the easy-to-read non-technical summary of the envi-

ronmental impact assessments. A special registry on our website, launched at the beginning of the year, makes available environmental and social assessment documents relating to the projects we finance.

Last year, the EIB joined the International Aid Transparency Initiative, a voluntary, multi-stakeholder initiative that seeks to make information about aid and development finance easier to access, use and understand. A first publication of IATI data by the EIB is planned for autumn this year.

The EIB Transparency Policy sets out the principles and procedures of the Bank concerning information requests from the public, and its approach to stakeholder engagement. The Policy defines, in a non-exhaustive manner, the information that the Bank routinely needs to make available to the public. It is based on the relevant EU legislation and the provision of the Aarhus Convention that lists the rules for access to environmental information. The policy also follows international best practice and is aligned with the rules of other international financial institutions (IFIs).

Open and engaged

The Bank seeks to be as open as possible about how it makes decisions, works and implements EU policies. Transparency contributes to increasing the effectiveness and sustainability of our operations and to enhancing engagement and dialogue with our stakeholders. At the same time, we need to protect the interests of our clients. Having a well-defined Transparency Policy helps the Bank to achieve these objectives.

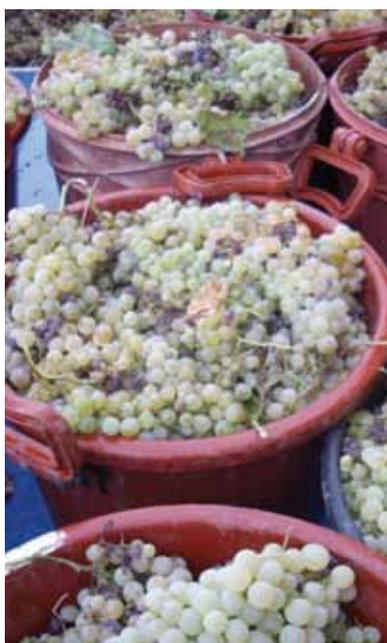
The consultation aims to get as much input as possible from a wide array of stakeholders concerned. Following the consultation's launch in June, the Bank will meet with stakeholders in Brussels in July (to be confirmed). Contributions will be accepted until September, feeding into the final draft before approval by the EIB's governing bodies. The final revised Transparency Policy, together with replies to comments from stakeholders, will be published on the Bank's website towards the end of the year. ■

News in brief

EIB Group and Greece join forces in further support for SME funding

The EIB will contribute to the creation of the so-called Institution for Growth in Greece (IfG) to overcome existing temporary and structural funding gaps in the Greek economy. The IfG is being launched by Greece, with the guidance and support of the German KfW Development Bank, the EIB Group and other investors. Set up as a non-bank financing institution, it is designed not only to stimulate investment in SMEs and infrastructure, but also to unlock opportunities to create new jobs and support existing employment.

The EIB is providing steady and broad support in Greece. In 2013 alone, lending amounted to a total of EUR 1.47bn. An example is the recently launched Trade Finance Facility, which supports foreign trade-oriented SMEs in the country. It was also named "Deal of the Year" by both Trade & Forfeiting Review and Trade Finance Magazine.



Lending to strengthen growth and innovation across Europe

At the annual meeting of the EIB's Board of Governors, the EU's 28 Finance Ministers, President Hoyer highlighted the importance of continued increased lending for SMEs, innovation, infrastructure and climate action.



"We have reached a point where we should now shift our focus from crisis management to ensuring Europe's future position in a globalised world. We need to enhance Europe's long-term growth potential by supporting investment in research, development, innovation and infrastructure," EIB President Werner Hoyer said at the meeting in May.

Support for construction of tunnel linking Ukraine with the EU

The EIB is lending EUR 55m to finance the construction of a new 1.8 km twin-track railway tunnel in Ukraine on the Eastern Partnership regional network to improve transport connections between the country and the Union.

"The EIB is sending a strong message by providing a loan to Ukraine that will finance the upgrading of interconnections along a crucial transport corridor that is of the utmost importance for the further deepening of integration between Ukraine and the EU. At the same time, this is the first EIB loan supporting the railway sector in the country, so contributing to the development of an environmentally friendly mode of transport," remarked EIB Vice-President László Baranyay, responsible for lending operations in Ukraine, adding that "this project is in line with the EIB's intention announced earlier this year to provide lending in Ukraine amounting to some EUR 3bn in the coming three years to support the development of Ukraine and its economy and foster deeper integration with the EU."

"Construction of the Beskyd tunnel is one of the main Eastern Partnership projects in the field of transport in Ukraine" EU Ambassador Jan Tombinski noted, adding that "until now it has been a transport bottleneck even though over half of the goods transiting between Ukraine and Central and Western Europe pass through this tunnel. The Beskyd tunnel project is also an excellent example of coordinated efforts of the EU, Ukraine and the international financial institutions in transport cooperation."

The EIB has to date signed loans in Ukraine, including the current one, totalling some EUR 2.1bn for projects in the energy, transport and water sectors, and – indirectly through commercial banks – operations supporting SMEs.



SUPPORT FOR INNOVATION AND SKILLS IN FIGURES

Last year the Bank provided

4.3bn EUR

for innovation and information
and communication technology
infrastructure

8.6bn EUR

for research and development

2.7bn EUR

in loans for education and skills

The European Investment Fund,
as the Group's SME risk financing
specialist, deployed a number of
initiatives to support innovative
small businesses at all stages of
their development, amounting to

1.6bn EUR

The EIB Group has built
up a decade of
experience in financ-
ing innovation and skills,
lending over



17bn EUR

in 2013 alone.





EIB support for innovation and skills has helped to secure employment across Europe and is contributing to creating sustainable and competitive jobs for the future.

The Bank committed some **EUR 9bn** to youth skills and employment in 2013 alone in order to help create opportunities for young people.



InnovFin

EU Finance for Innovators



The new financing toolkit under InnovFin builds on the success of the Risk-Sharing Finance Facility developed with the European Commission, which financed **114 research and innovation projects** to the tune of **EUR 11.3bn** and in addition provided loan guarantees worth over EUR 1.4bn (2007-2013). InnovFin is set to double this and trigger at least EUR 48bn in research, development and innovation investments.





Ruy Pinto
Inmarsat's Chief
Operating Officer

Interview



The largest satellite of its kind ever built, Alphasat was launched on 25 July 2013 from the European Space port in Kourou, French Guiana. Its construction and launch was supported by the EIB with a loan of EUR 225m. The aim is to bring high-speed data and voice communications to people in remote regions. Alphasat is owned and operated by Inmarsat, and the company's Chief Operating Officer Ruy Pinto spoke to EIB INFO about it.

"EIB support was an important component of the whole project."

"A benchmark for future operations"

It is the size of a London double decker bus, and at its launch tipped the scales at 6.6 tonnes. Its solar arrays measure 45m across. It certainly looks like a good endorsement for Europe's space industry, which by necessity must be innovative and forward-looking. How has it fared in the past few years? "I think the European space industry is in a reasonably healthy state," says Ruy Pinto, Inmarsat COO. "Most European governments consider it to be a growth industry. There has been a steady stream of investment because it is seen as enabling, providing a platform for growth in applications for other industries."

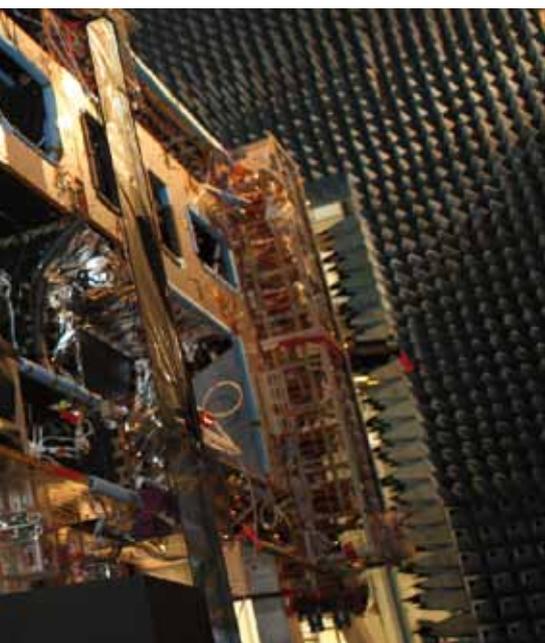
Mutual reliance

Public private partnerships (PPPs) would appear to be the best way for the industry to carry on in its development. Alphasat itself was the largest such space project in European history. It was a collaboration between Inmarsat and the European Space Agency (ESA) in development, and was built by EADS Astrium, which is now part of Airbus Defence & Space. How did that go? "The partnership worked better than I expected," says Pinto. "We all adapted our way of working and the approaches at project, technical and managerial levels were very collaborative."

"We are a private company used to buying our satellites on the open market under competitive procurement, using a prescriptive approach. ESA is public and does things differently, but there was a convergence in operations and we relied a lot on their technical expertise and engineering skills while they felt included in us directing the project, addressing the risks."

Broader ranges, newer systems

Technically speaking, Alphasat is by nature innovative. It joins the other three units in Inmarsat's I-4 satellite fleet, and is the



first satellite in orbit to make use of the Alphasat platform, which was developed by EADS Astrium and Thales Alenia Space, with France's Centre nationale d'études spatiales (CNES) and ESA, and which allows for larger and more sophisticated geostationary communication satellites. So what is it that Alphasat actually does? It is multitasking.

"Inmarsat operates a mobile satellite system," explains Pinto. "For most of our current customer base's mobile devices we use an L-band frequency. This is very well suited to what they need. However, it has some shortcomings. There is a limited amount of spectrum in these radio frequencies available. With Alphasat, we can drive this technology one step further, optimising the use of this scarce resource. The power available to mobile devices is increased."

From its in-orbit location at 25 degrees East, the satellite extends the company's accessible L-band by 50% and increases communication channels from 1-4 by 20% in its target areas of Europe, the Middle East and Africa. In addition to the significant upgrading of existing Inmarsat L-band capabilities, Alphasat brings more to the table thanks to the new platform. As Pinto points out, "we were able to test a number of new technologies in space for ESA, such as laser communications, Q band and space radiation monitoring.

All of these technologies were included on Alphasat, and they benefit Inmarsat too: they have today's commercially viable communication systems as well as those of the future."

An important endorsement

The European credentials of Alphasat are there for all to see. The EIB has made the financing of innovative European projects a priority, and Alphasat very much fits in with this ethos, but it works both ways. "EIB financing for this project was important for more than one reason," remarks Pinto. "The Bank lowered the cost of finance for Alphasat, making it easier for Inmarsat to finance what was a large capital investment project in Europe. This enables us to lower the cost of the project and include more. But it goes beyond that: the EIB's involvement was an endorsement of Alphasat. It was a very important stamp of approval for the commercial viability of this satellite, and it benefited Inmarsat that a major institution like the EIB should offer such support. This was an important component of the whole project."

In addition to the EIB, ESA is also a pan-European institution, while Airbus is known for using component parts from all over the EU for its commercial aircraft. Alphasat follows the same path, with 22 Member States playing a part in its journey. "From construction to development to operation, Alphasat has been a true European endeavour," says Pinto. "We integrated the satellite in France, including antennae coming from Spain, the power system from Germany, and the propulsion system from the UK. Further applications and components come from Denmark, while Alphasat is monitored and operated from locations in the Netherlands, the UK and Italy. All lifecycle stages of the project are a European collaboration."

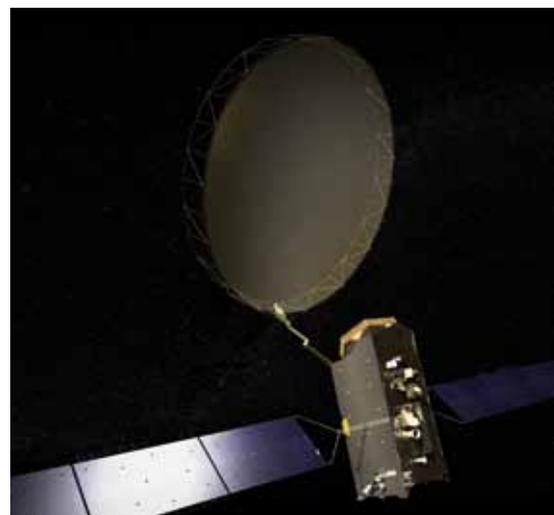
Many people across the continent have contributed to Alphasat, "during the construction phase, you can safely say thousands," according to Pinto. "And now I can confidently say there are hundreds of people involved in operating and developing applications for Alphasat. Even now, almost a year after the launch, there are people looking for innovative ways to gain

additional revenues from our satellite's capabilities."

It's only the beginning

Does the new satellite technology represent a giant leap for the space industry? "Satellites like Alphasat are an incremental step. They allow Inmarsat to provide high definition television on the move, for example, when we could only provide standard definition images before. More importantly, it allows us to focus additional power when necessary. If a natural disaster occurs in a given location, we can focus power on that area, providing additional capacity to aid organisations or the media. These increments improve day-to-day life. Alphasat and other units in the future will provide broadband where it is not available – parts of Africa, for example." It can go further than this of course, as priorities change and we confront new realities. "We are launching new satellites to provide better monitoring of environmental changes, deforestation and climate change. We can see more and more, and in better resolution. We can also improve satellite communications, enabling text messaging via this medium, for example."

Current and future breakthroughs make it an exciting time for Europe's space industry, and Alphasat shows how collaborations can work, and has set a benchmark. As Ruy Pinto says, "with this project, all sides are pleased with the result and we are proud of what we have achieved." Now we should keep going. ■



Investing in youth

for better job opportunities in Spain



“The EIB-backed loan for university students had better conditions than the others, and I didn’t hesitate.”

One of the first loans for youth is materialising in Spain and setting the stage for similar schemes across Europe where young people are most in need. The EUR 200m loan is supporting students, newcomers in the jobs market and universities to improve skills and employment prospects.

Miriam Mauri Coiduras has just finished her course in Civil Engineering at the Politechnical College of the European University of Madrid. The only thing left for her to finish her degree is her final project, which she will carry out in Kuala Lumpur, Malaysia. “I am very interested in the Asian market; it is very advanced where civil engineering is concerned. You have to consider that Kuala Lumpur is a city that has been completely rebuilt in the past 30 years and there are plenty of opportunities there”, explains Miriam.

Backing fast and affordable student loans

But the road to Malaysia has been neither easy nor short. Miriam, originally from Bar-

celona, studied Public Works Engineering at the Politechnical University of Catalonia, although she was convinced that she would have more work and exchange possibilities in a private university. For this reason, as soon as she had finished her technical engineering course she took a year out to save and prepare for starting at the European University in Madrid – her study location of choice. “University costs EUR 12 000 per year and my family simply can’t afford that. With my work as a hostess and model I was able to save half of the fees, but I was still EUR 6 000 short and so decided to ask for a loan.”

She went to the Santander Bank branch at the European University. There they explained to her the financing options available to her. “The head of the campus bank branch told me that I could take out an EIB-

backed loan for university students, which had better conditions than the others, and I didn’t hesitate. The whole process was wrapped up very quickly. In less than two weeks the money was in my account,” Miriam recalls. Although she has three years to repay the loan, Miriam is sure that she will not need that long. “Wherever there’s work, that’s where I’ll head.”

Helping the young get off to a good start

One in four Spaniards between the ages of 18 and 29 is not in education, training or employment, one of the highest rates in Europe. The economy may no longer be in recession, but jobs are still in desperately short supply for those leaving school and starting their working life.

A EUR 200m loan to Spain’s largest bank is set to help fight youth unemployment and tackle education investment needs. A first in Spain – funds under this operation are going to students in higher education, young people looking for their first job, young entrepreneurs and education facilities and research projects channelled through Santander. With its network of 4 200 branches on and off university campuses, it is well placed to roll out the new scheme.

In a bid to address the jobs crisis facing the EU’s 15-24 year olds, the EIB launched the “Skills and Jobs – Investing for Youth” programme in mid-2013. It committed EUR 9bn in 2013 alone to help create opportunities for young people across Europe. ■

Supporting educational equality

with student loans in Hungary

In a country where youth unemployment stands at 26% for the general population yet only 5% for those with a Bachelor's degree under their belt, declining access to higher education has the potential to impact upon social and economic prospects. The EIB has been successfully supporting student loans for a decade, thereby enabling students with a thirst for knowledge to enrol on university courses.

Student loans hold the key to equal educational opportunities. Diákhitel Központ Zrt. (Diákhitel), Hungary's student loan company, has been helping to enable students to pay their expenses and continue with higher education studies since 2001. The loan scheme soon took off and in 2005 Diákhitel called on the EIB to help ensure that their financing capacities could meet student demand. Nine years and four loan agreements later, with financing totalling almost EUR 500m, the Bank has been behind almost half of all student loan disbursements in Hungary.

A partnership for stability

When the Bank and Diákhitel began their relationship, the shared aim was to provide loans with competitive pricing, with the not-for-profit company passing all the financial advantages of EIB funding on to students. Whilst this still holds true, neither side could have guessed at the time how the partnership would develop over the course of the coming years.

At the height of the crisis Diákhitel and the Bank worked together to ensure that students would not be unduly affected by the credit crunch. "During the most uncertain period of the financial crisis, in 2008-2009, the EIB stood as a stable and reliable financing partner. Furthermore, the Bank eased the conditions of the availability of its loans for Diákhitel, which made the fi-

nancing of the loan scheme much more secure in the hardest times," says Csaba Bugár, CEO of Diákhitel Központ Zrt.

Benefiting both students and universities

From 2011-2012, higher education enrolment in Hungary decreased by 25% as a result of the public squeeze on funding for universities. The government decided to extend the student loan scheme by introducing a new type of loan provided by Diákhitel to help higher education institutions maintain enrolment numbers and guarantee their own financial stability.

The fluency and flexibility built into the relationship with Diákhitel was again brought to the fore with the introduction of the new student loan product, which the EIB supported with a loan in 2013. In the past Diákhitel's free-use loans were

also available to cover living expenses, but the additional new loan can only be used to cover training costs. By assigning the loan to the benefit of the higher education facility, the student in effect enhances the university's financial efficiency. The mutual benefit for student and university alike underscores the EIB's support for youth skills and educational improvements as a driver of European growth and jobs.

Its relationship with the EIB has also resulted in non-financial achievements for Diákhitel. To meet EIB reporting requirements, the student loan company launched a new and efficient management information system in 2006. Furthermore, Diákhitel carries out social-economic surveys and studies which have enabled the EIB and Diákhitel's decision-makers to successfully monitor and fine-tune the Hungarian loan scheme.

A model for Europe

From humble beginnings, Diákhitel has established itself as a model for European student loan schemes. It is clear that the company has the sustained development of both Hungarian students and universities as its foremost aim. The EIB looks forward to helping Diákhitel drive home this success. ■



Project Campus takes off in France



The Bank has signed its first higher education loan in France. At Aix-Marseille University, the EIB is helping to accelerate modernisation and renovation works, while making the best use of available funds for improved education infrastructures that help young people succeed.

become more autonomous, from a budgetary perspective, but also more flexible in terms of being able to adapt their curricula to the needs of the jobs market.

Supporting smart investments

Ultra-modern campuses, cutting-edge research, streamlined curricula including virtual courses online and encouraging exchanges between universities and businesses around the world – this is what's on the menu for this innovative programme. Campuses at Aix-Marseille, Bordeaux, Grenoble, Lyon, Montpellier, Nice-Sophia Antipolis, Paris (intra-muros, Condorcet and Marne-La-Vallée), Saclay, Strasbourg and Toulouse, as well as Lorraine and Lille will be able to benefit from the new scheme.

The funding for this ambitious project comes from a novel set-up involving a trust fund, which is financed by the proceeds of the sale of 3% of the capital of Électricité de France (EDF), and a close partnership between the EIB and the Caisse des Dépôts et Consignations (CDC). The two long-term financiers will enable the universities in France that are part of the so-called Operation Campus to tap the funds needed to transform their higher education institutions into international centres of academic excellence. The investments will all take the form of public-private partnerships (PPPs), thus attracting private capital and giving them the freedom to adapt their projects better to market needs. Among

the first to benefit from this partnership is Aix-Marseille University (AMU).

Rethinking education investments

“As the first loan for a French university, this operation reflects our firm commitment to young people. It is our goal to give universities the means to develop and modernise in order to attract and nurture the top talent and thus enhance their competitiveness on a European and global level,” said EIB Vice-President Philippe de Fontaine Vive. “In this way, we have opted to provide the students of today and tomorrow with the best opportunities for training, employment and ultimately professional success. We are setting the stage for their future,” he emphasises.

In April, AMU signed up for a EUR 127m loan to support renovation and modernisation work. Aix-Marseille is one of the youngest universities in France, with a firm international focus, and the world's largest francophone university. Some 72 000 students will benefit from this project on the different AMU campuses, in particular the 30 000 students on the Aix Faculties District campus. The programme is designed to provide AMU with modern, robust, structured, high-profile, scientifically consistent and renovated sites to international standards in order to help as many students as possible to meet the challenge of higher education and enhance their employability in a context of international competition. ■

A EUR 1.3bn plan to finance 12 scientific and university campuses in France is set to speed up important education investments, including the construction of new campuses. These campuses were selected by an international jury following a competition. The aim is to encourage the development of international centres of academic and scientific excellence that are able to attract and train students from France and all over the world.

For the Bank this is a first in terms of partnership with French higher education institutions. Due to their recent change in status, they can now work with the EIB to help finance their investments. Until recently the state would look after the country's 85 faculties, Grandes Écoles and other higher education institutions in order to save students from paying high tuition fees. The new changes enable the universities to

Enhancing mobile broadband services in Portugal



Helping Europe's citizens and businesses get the most out of digital technologies

The EIB is seeking to give a boost to the high-speed mobile broadband network in Portugal with a EUR 110m loan to NOS. This is set to help foster competition in the Portuguese market for mobile communications and bring better and faster services for customers.

At a time when most mobile operators in Europe, and especially in Portugal, were shying away from investment mainly due to uncertainties regarding consumers' budgets and behaviour during the crisis, the Portuguese operator NOS decided to upgrade its mobile broadband network with the support of an EIB loan. Recently renamed NOS, the mobile operator is one of the first integrated cable and mobile groups in Europe.

"We believe this combination is instrumental in driving convergence, whilst continuing to deliver high quality, innovative and relevant solutions for our customers," says NOS's CEO Miguel Almeida.

NOS is Portugal's biggest communications and entertainment group and a leader in Next Generation Broadband services in the country, with more than 3.2 million mobile subscribers. Its mobile telecommunications network uses the most advanced technologies. The mobile 4G network, using the 800MHz and 1800MHz bands, enables NOS to provide broad-

band coverage for over 90% of the Portuguese population, half of which already with speeds of up to 150 Mbps.

Boosting broadband coverage

"The EIB loan will strongly support NOS in the further development and competitiveness of our Next Generation Network and it is particularly relevant for our Group at a time when we are actively integrating our fixed and mobile infrastructures," NOS's CEO added.

The EUR 110m loan supports investments necessary for the roll-out of mobile network equipment and systems for the current 3G and the new 4G technologies. This project started in 2012 and has helped to improve access to broadband services for consumers, increasing operating efficiency and reducing costs as well as fostering competition in the telecoms sector.

Better access to internet on the move

Efficient high-speed networks are vital for the reliable and rapid transfer of constantly growing data volumes. That is why the EIB supports the Digital Agenda for Europe, a flagship initiative of the Europe 2020 strat-

egy for smart, sustainable and inclusive growth that promotes the further development of modern mobile and fixed line infrastructures and aims to make broadband speeds of over 30 Mbps available to everyone in the EU by 2020.

The new mobile platform deployed enabled NOS to start offering mobile broadband with speeds of up to 150 Mbps across its 4G network, thereby vastly exceeding the 30 Mbps EU target for 2020. Especially in rural areas, mobile networks are often the only practical solution to achieving full broadband internet coverage. Another advantage of the upgraded mobile networks is the lower latency or reduced network delays. The time taken by information to transit from one point to another in the network will be more than halved, which is key for mobile video and gaming applications.

According to a recent EU study, one in three customers uses the internet on the move with a portable computer or handheld device. Broadband mobile internet is also becoming an important economic factor for businesses, allowing them to deliver innovative products and services faster. Projects like NOS help Europe's citizens and businesses get the most out of digital technologies in order to reboot the economy. ■

'No shortage of great ideas and excellent science in Europe'

Imperial Innovations ("Innovations") helps turn cutting-edge academic research into successful fast-growing businesses, the majority of which are in the therapeutics and medtech sectors. A GBP 30m loan to Innovations seeks to accelerate the rate of creation and development of new spin-outs that help tackle global health issues.

“Our vision for the business is to become an industry leader in the commercialisation of outstanding academic research and a magnet for scientists and entrepreneurs seeking to realise the value of their technology,” says Russ Cummings, CEO of Imperial Innovations.

In 2006, Innovations became the first UK university commercialisation company to have its shares listed on the stock market. It has built expertise in the sectors of therapeutics, medtech, engineering and materials, and information and communications technology. And it has access to the intellectual property developed at the UK's most prestigious universities, including Imperial College London (from which it derives its name), Cambridge, Oxford and University College London, with a combined research income of over GBP 1.4bn per annum.

Building a shared sense of purpose

Innovations supports scientists and entrepreneurs in the commercialisation of

their ideas through technology transfer, intellectual property licensing and protection, company incubation and investment. The group's business model differs from that of traditional venture capital companies in that it invests off its own balance sheet, which means that it is not constrained by the typical VC 5-8 year investment horizon.

“This gives us the opportunity to invest earlier and stay involved for longer. The aim is to build substantial, high quality, well-funded and well-managed businesses in which we retain a meaningful stake,” Cummings explains. With a portfolio of around 96 companies, Innovations actively invests in just over 30 accelerated growth companies among them. Collectively these account for over 98% of its portfolio by value.

“Our philosophy is to ensure that our spin-out companies are set up correctly right from the start with a view to creating value over the long term. This means providing sufficient funding at the start to attract the right management team to the busi-

ness and to allow them to do something meaningful with it,” he adds.

“We are very hands-on investors. We always take a seat on the Board of the companies in which we invest and therefore we have a highly influential role and a shared sense of purpose with the management team.”

Working closely to develop opportunities

An example of this is Circassia Pharmaceuticals, which is based on research originated at Imperial College London. Innovations acquired the IP, led funding rounds and worked closely with Circassia's management team to develop the opportunity. In the early years it also sought external independent validation of the technology, thereby helping to attract co-investors and gain the confidence to build its own stake in the business.

It invested a total of GBP 25.5m in the business up until Circassia's IPO on the London Stock Exchange earlier this year, when the company made its debut as a public company with a market capitalisation of GBP 581m. Innovations did not sell any shares during the IPO and currently holds a 14% stake in the company. Its investment was worth GBP 82.1m, compared with a fair value of GBP 45.1m at the group's last reporting date of 31 July 2013.

“As a result of its IPO, Circassia is now fully funded to take its products through clinical trials and has the potential to become a leading international biopharmaceutical business. We continue to support the business and believe that there is still significant value to be captured from Circassia's growth and development,” Cummings points out.





“The support of the EIB has given us the capital strength to invest in some of the most exciting early-stage companies to come out of UK academic research.”

An active supporter of biotechnology in the UK

“The support of the EIB, in the form of a 12-year committed facility of GBP 30m has given us the capital strength to invest in some of the most exciting early-stage companies to come out of UK academic research,” Cummings remarks.

The EIB seeks to boost the innovative capacity of European health-related industries while at the same time addressing global health issues and supporting innovative SMEs in their development, thus preserving highly-skilled jobs and creating new ones. The loan was provided under the Risk Sharing Finance Facility, the joint European Commission-EIB programme for research and innovation projects and predecessor of InnovFin.

Innovations is one of the most active supporters of biotechnology in the UK with around 55% of its portfolio by value in therapeutics. Pharmaceutical multinationals are increasingly seeking to collaborate with smaller, specialist biotech developers

to get exposure to early-stage research to augment their own in-house capabilities.

“In the first half of 2014 we invested GBP 11.1m in therapeutics companies across both existing and new portfolio companies, including Crescendo Biologics, Pulmocide, TopiVert and Mission Therapeutics. The latter two are still at the very early stages of their development and the fact that we have been able to secure substantial co-investment from partners such as Roche, Johnson & Johnson, Pfizer and SR One (the venture capital arm of Glaxo-SmithKline) demonstrates the high quality of the science and the management teams developing that science,” Cummings explains.

Catching up to create global leaders

Although analysts seem to agree that the US is better than Europe in bridging the divide between the academic and the business worlds, Cummings is confident that this is changing. “There is no shortage of

great ideas and excellent science in the UK or Europe, and there are increasing numbers of experienced entrepreneurial management teams to make the sector viable,” he says.

However, the US has the advantages of a large domestic market with an appetite for game-changing technologies, attractive economics, and sufficient critical mass in both venture capital and public market capital provision to help transform those new technology-based companies into global leaders, according to Cummings. The nature of venture capital provision, particularly in the UK, is changing with more patient capital being deployed to create a new generation of UK-based industry leaders, he goes on to explain.

“We will ultimately need the public markets to become supportive of these propositions if they are to raise the capital they need to build dominant positions worldwide; but whilst this is starting to happen, it also has a long way to go to catch up with the US,” Cummings concludes.

It is this transition towards better access to finance for research and innovation in the EU that the EIB Group seeks to facilitate by providing tailored financing solutions and helping to attract funding from other sources for innovative projects and companies. ■

Helping small innovative companies grow faster

What do an Austrian biotech company, a Portuguese rice miller and a Czech developer of dirt-free pavements have in common? They are all small or medium-sized companies that innovate to stay ahead of the game. They are also benefiting from a loan guarantee backed by the European Investment Fund (EIF) and the EU. This helps these smaller companies to implement R&D projects and achieve faster growth.



Developing new medicines in Austria to fight diseases worldwide

Zeta Biopharma is a plant construction company in Austria with 237 employees providing process technology for biopharmaceutical applications by supplying global pharmaceutical companies with individually designed plants. Zeta's production plants are used by large pharma companies to develop vaccines, injections and pharmaceutical drugs used to fight diseases worldwide. The company is one of only two in Europe to use freeze-and-thaw containers for the storage and transport of substances for the pharmaceutical industry. These liquids can be frozen in a controlled storage facility for years and are often sent to markets worldwide. The plants are manufactured in modular design with state-of-the-art equipment at the production site in Lieboch, Graz, and are dispatched to operating sites across Europe and beyond under sterile conditions, where they are then installed and commissioned by qualified staff and engineers.

The EUR 2.5m working capital loan granted by UniCredit Bank Austria with a 50% EIF guarantee covers Zeta's high working

capital requirements during the long lead times in plant engineering and manufacturing.

UniCredit Bank Austria is the leading bank in the region. Bank Austria is an EIF partner and supports the economy by providing special offers for innovative SMEs – from advisory services in the start-up phase to financing solutions including funding all the way to business planning and succession planning.

Growing innovative milling in Portugal

The oldest milling company in Portugal, Ernesto Morgado, has been milling rice since 1920 – meticulously removing the outer shell, stones and impurities from the raw product in order to supply edible grains of rice. The small family-owned company runs one of the most technologically advanced fully automated rice mills in the world, milling rice from local paddy fields and imported brown rice and selling edible rice to the food industry. Investment in state-of-the-art industrial plant

enabled Ernesto Morgado to grow and enlarge its product range, which currently includes innovative value added products such as cooked and pre-cooked rice meals, as well as broken rice products for a variety of sectors – from baby food to animal bedding.

BPI is the fourth major Portuguese financial group and one of the leading banks supporting the most effective projects in the framework of the various incentive programmes set up by the government to mitigate the impact of the economic crisis. The EUR 500 000 working capital loan granted by BPI bank with a 50% EIF guarantee allowed the company to finance larger working capital needs on the back of new customer targeting.

Helping a Czech concrete producer reinvent itself

Maintaining the streets can be costly for local authorities and most town planners would love to roll out dirt-free pavements across towns and cities. CS-Beton is doing exactly that. It is one of the biggest pro-



Supporting innovative SMEs and small midcaps

The InnovFin SME guarantee is a joint scheme launched in cooperation with the EIB and the European Commission and managed by the EIF to improve access to debt finance for innovative SMEs and small midcaps (enterprises with fewer than 500 employees) in support of their RDI projects through selected financial intermediaries.

Previously known as the Risk Sharing Instrument, 34 operations have been signed since its launch over two years ago, with guarantees amounting to a total of EUR 1.4bn triggering up to EUR 2.9bn in financing for smaller companies and supporting some 43 000 jobs. 29 banks have signed up for the scheme to date. Under this scheme, the EIF issues guarantees and counter-guarantees to such intermediaries, thus allowing them to provide loans, financial leases and loan guarantees to research-based SMEs and small midcaps. The average loan size is around EUR 623 000, with a maximum of EUR 7.5m. This perfectly complements the national research promotion schemes and helps smaller companies implement R&D projects and achieve faster growth.

InnovFin SME guarantee helps smaller companies implement R&D projects and achieve faster growth.



ducers of concrete goods for pavements, roads, highways and airports and is the first company in the Czech Republic to introduce a special spray – “Clean protect” – to prevent dirt sticking to its concrete. And this is not just any type of concrete: this special concrete is highly resistant to frost as well as de-icing chemical agents. With its 160 employees, the company is currently developing new concrete products providing completely new designs for bus stops and new solutions for road surfaces and large retaining walls with a view to continuing to grow the business across the Czech Republic and beyond.

The CZK 20 700 000 (EUR 807 490 equivalent) investment loan granted by Česká

spořitelna in the Czech Republic with a 50% EIF guarantee allowed CS-Beton to start working on larger projects and gave it access to international markets.

Česká spořitelna is a commercial bank focusing on retail clients, SMEs, towns and municipalities. It also finances large companies and corporations and provides financial market services. Česká spořitelna, whose history goes back to 1825, is a member of Erste Group, one of the largest providers of financial services in Central and Eastern Europe. In the Czech Republic, Česká spořitelna has the greatest number of clients and the most extensive network of branches and ATMs of all the banks. ■

Developing innovative bio-products in Sardinia

While the Italian island is best known for its beautiful beaches and clear blue waters, a mid-sized company is trying to help the tourism-dependent economy go green. The first plants that will transform vegetable oils into innovative bio-products have just been inaugurated.

Turning an existing petrochemical site into a leading production and R&D centre for green chemistry: this is the ambitious goal that Matrìca has set itself. An important step on the way was taken in June, when the first of the green chemical plants was inaugurated. Two further plants are set to come on stream in the coming months.

Here, key enabling technologies (KETs) are being applied to convert vegetable oils into base products for downstream production of, for example, bio-degradable plastic bags, green tyres and cosmetics. This Italian proprietary technology is radically different from all other existing technologies: it does not use ozone in the chemical reaction and enables the production of new materials through a safe process with a low environmental impact.

“We have completed a cutting-edge project in record time, driven by a strong commitment to research and the design of industrial facilities representing excellence in the global chemical industry,” Daniele Ferrari, Versalis CEO and Matrìca Chairman said at the inauguration. “Matrìca will make an important contribution to innovation, thereby enhancing the competitiveness of the Italian chemical industry, creating a solid technological platform capable of catalysing new projects in a context of

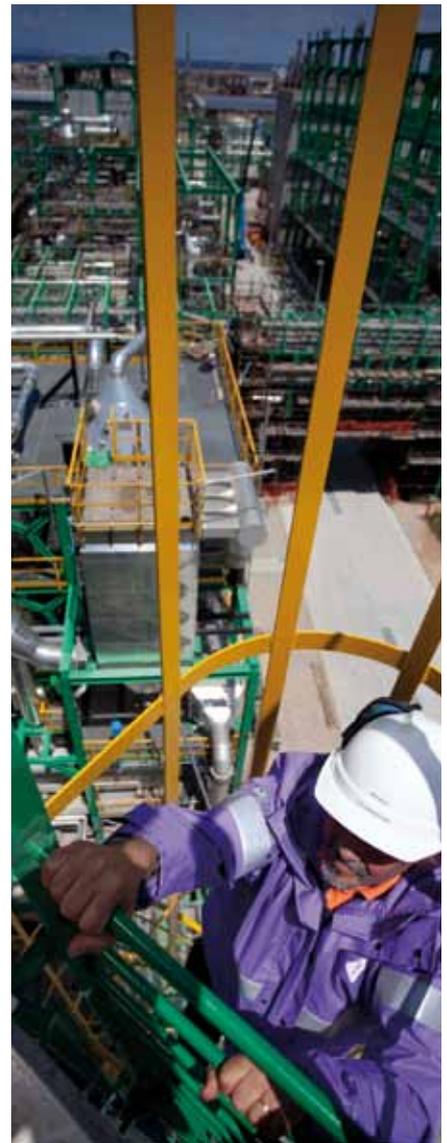
long-term sustainability and integration with the local community,” he added.

Turning a brownfield site into a green hub

“The Matrìca project represents one of the biggest investments in the green chemistry industry nowadays, which has been realised in record time thanks also to the financial support granted by the EIB in consideration of its innovative profile, environmental sustainability and positive impact on the local economy”, Daniele Ferrari points out.

The EIB is supporting Matrìca with a EUR 200m loan. Matrìca is a 50:50 joint venture between Versalis (Eni), a global leader in the manufacture and marketing of petrochemical products, and Novamont, a company at the forefront of the bioplastics industry.

The first project installations have required investment of around EUR 180m to date. An average of 400 workers per day were employed on the construction sites, though occasionally the figure was over 700. Today, Matrìca has some 120 employees, expected to reach 145 by year-end.



“The Matrìca project represents one of the biggest investments in the green chemistry industry nowadays.”

Employment is a great concern in the region. Currently, many Sardinians leave the island to seek employment on the Italian mainland and beyond. Per capita income in Sardinia is nearly 25% lower than the Italian average, and unemployment tops 18% compared to the 10.8% EU average.

Porto Torres is not just being transformed from a loss-making petrochemical site into a profitable “green chemistry” integrated complex which will also have a strong economic and social impact. The project is due to benefit local industry, agriculture and other downstream businesses as well.



Promoting a smart use of resources

“Our business model is all about enhancing our internal technological and engineering capabilities and product synergies with traditional chemistry and networking with international partners, so that chemistry based on renewable sources can fully develop its potential for innovation,” Ferrari explains.

The project includes the setting up of a local R&D centre, focused on the development of product and process technologies enabling the integration of the industrial production with the local agricultural chain. Operational since 2012, the Matrìca research centre deals with profiling the raw materials and finished

products, while also implementing and maintaining standards and developing new methodologies that are suitable for the analysis of the characteristics of the products. The seven pilot plants are a fundamental feature of the research centre, enabling it to continue process development of the new technologies implemented and ever more advanced products, while at the same time producing samples for marketing tests.

The idea behind this is to eventually bring together the know-how to create a “polo verde”, or green hub, which combines locally-sourced agricultural raw materials with state-of-the-art industrial processing. In the future, the production will use locally grown feedstock, mainly derived from thistles. The Matrìca facilities are located in

a rural area with numerous outlying plots that are suitable for the sustainable production of biomass from low-input, multi-year crops.

“It all began more than 20 years ago with a stubborn group of researchers working in the bioplastics sector. This has led to the creation of the first third-generation integrated biorefinery here in Sardinia,” says Catia Bastioli, Managing Director of Novamont and Matrìca. “This is the starting point for a new development that will harmoniously combine industry, agriculture, the environment, technological innovation and culture, enhancing the immense wealth of human resources, beauty, technical qualities and biodiversity that this island and the whole of Italy represent,” Bastioli concludes. ■

Innovative finance meets innovative pharma

The EIB signed an agreement with Brussels-based biopharmaceutical multinational UCB in June 2014. The deal is the first of its kind, and sees the Bank provide up to EUR 75m in “at risk co-development funding” to UCB, in a programme designed to share risks and returns.



Evolution and innovation are essential for the European economy to continue its as yet slow recovery: evolution in how things are done, and innovation to differentiate in a competitive global landscape. It therefore makes sense that the EIB has made skills and innovation a priority for investment, and equally apt that the Bank should sign a ground-breaking deal with UCB under the new InnovFin – EU Finance for Innovators programme, jointly set up by the EIB and European Commission.

Coping with severe illness

UCB has a history of evolving. The company started out in Brussels in 1928 focusing on industrial chemicals, with a small side line in pharmaceuticals. Nowadays things are rather different, as the side line has grown to become the main event, and the company is 100% focused on biopharmaceuticals.

With over 8 500 staff in around 40 countries across the globe, UCB has dedicated itself to the discovery and development of innovative medicines to improve the lives of people suffering from severe illnesses of the immune and central nervous systems. These include, but are not limited to, Parkinson’s disease, Crohn’s disease, Rheumatoid Arthritis and Epilepsy.

Helping millions

Research, development and innovation, along with strategic acquisitions, have played a key role in enabling UCB to bring out several new medicines over the past decade, especially since the company took the decision in 2004 to focus solely on biopharmaceuticals. Having already supported RDI investment at UCB in 2010, the EIB is now backing the company using a new financial instrument, InnovFin for Large Projects.

In the new agreement, which is the first of its kind, the EIB will provide UCB with up to EUR 75m in “at-risk co-development funding”. It will see the Bank investing directly in certain selected R&D programmes in UCB’s significant portfolio of potential breakthrough medicines. These are at various stages of development, but could help millions of patients.

Strength through diversity

The investments in UCB’s research and innovation programmes will take place over a specified time frame, and will see the Bank acquire and co-own part of the intellectual property (IP) that would be jointly developed under those programmes. UCB will then make payments to the EIB

as and when predetermined milestones are reached. As the programmes are at different stages, these milestones will be different. For example, one could be when a programme reaches its clinical endpoint, but another could be upon receiving regulatory approval for a compound. At the end of the agreement, UCB will ultimately acquire all parts of the IP.

The “at risk co-development funding” model showcases the EIB’s risk-taking capacity when it comes to finance for innovative companies. Payments to the Bank will be contingent on the milestones being reached, and the spread of programmes allows in turn a spread of risks and returns. UCB has the chance to diversify its own investment in R&D and accelerate individual projects, channelling funds into certain higher risk and then certain lower risk operations. With each programme independent from the next, the probability of any milestones not being reached is significantly lower than in, for example, backing provided to a single traditional strand of the business.

It is essential for Europe to innovate. It seems entirely apt that the first larger scale InnovFin operation can set a benchmark for both progress and care. ■

New Amsterdam office



The EIB's new permanent presence in the Netherlands, an office in the heart of the Amsterdam-Zuid business district, was inaugurated by Prime Minister Mark Rutte and President Werner Hoyer in May. The new office is headed by Johan-Willem Löhner.

Agenda

- **31/08 -05/09/2014**
World Water Week, Stockholm.
 - **02-04/09/2014**
Economic Forum Krynca (Poland)
 - **04-05/09/2014**
Economic recovery and SMEs, Lisbon
- More @ www.eib.org/events

People@EIB



Guy Clause

has been appointed Dean of the EIB Institute to succeed Rémy Jacob.



Luca Lazzaroli

has been appointed Deputy Secretary General, within the Secretariat General.



Paolo Lombardo

has been appointed Head of the Credit Risk and Policy Department, within the Risk Management Directorate.



Marc Schublin

has been appointed Head of the Corporate and Social Responsibility Department, within the Secretariat General.



François Trevoux

has been appointed Head of the Energy Department, within the Projects Directorate.

Publications

- SME Report 2013
- Finance for climate action brochure
- Innovative climate finance instruments brochure
- Carbon Footprint 2013
- Annual Report 2013 on EIB activity in ACP countries and overseas territories
- Impact financing in ACP flyer
- Report on results of EIB operations outside the EU – Overview 2013

More @ www.eib.org/publications



2013 Results outside the EU

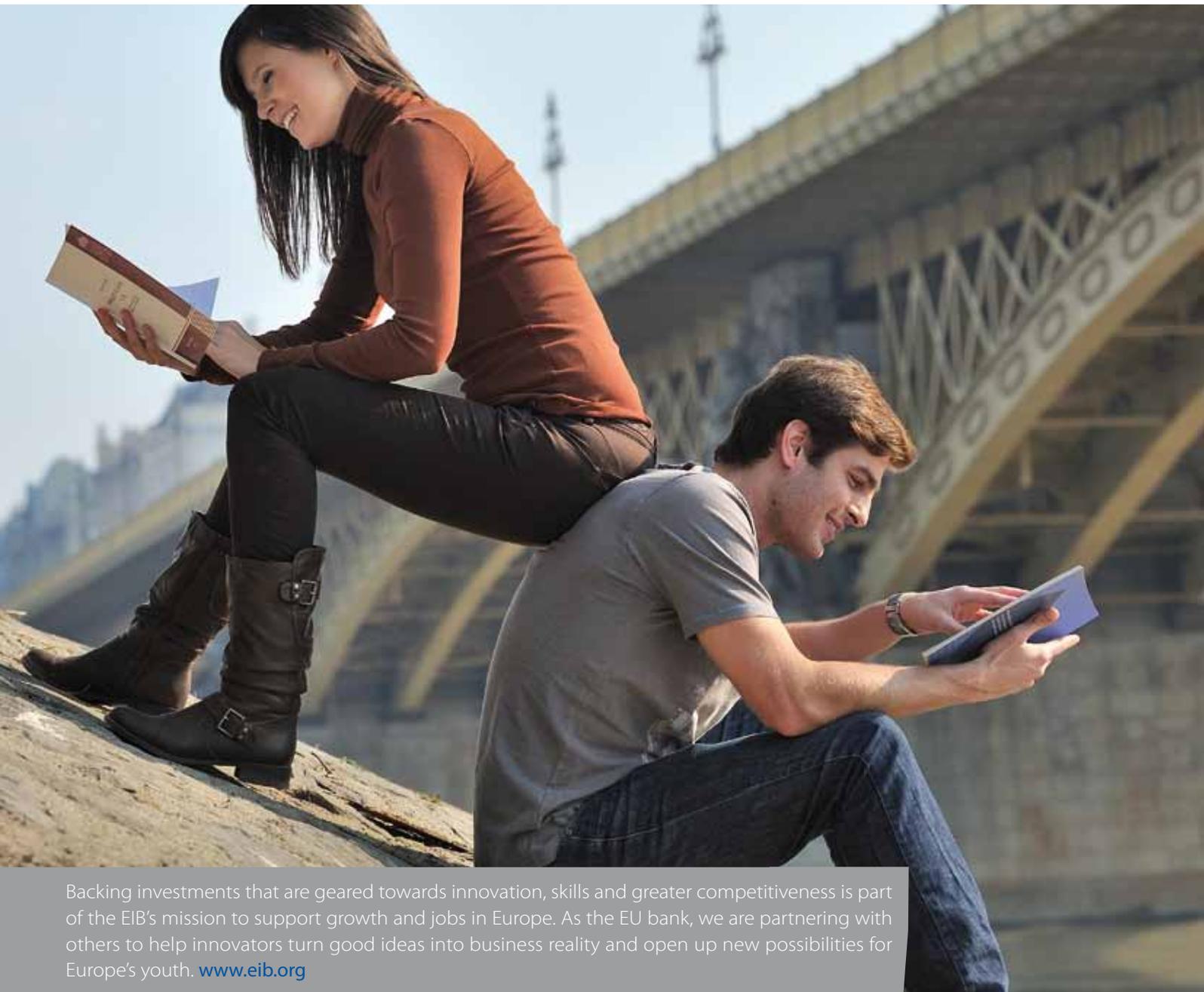
The Report on the Results of EIB Operations outside the EU presents the EIB's activity in the past year beyond Europe's borders.

It also presents the results of completed projects. This year's report is the second since the introduction of the Results Measurement (ReM) framework, which is used as a tool for the ex ante assessment of projects, as well as the monitoring and reporting of actual results achieved.



98-100, boulevard Konrad Adenauer
L-2950 Luxembourg
☎ (+352) 43 79 1
☎ (+352) 43 77 04

The European Investment Bank Partnering for accelerated innovation in Europe



Backing investments that are geared towards innovation, skills and greater competitiveness is part of the EIB's mission to support growth and jobs in Europe. As the EU bank, we are partnering with others to help innovators turn good ideas into business reality and open up new possibilities for Europe's youth. www.eib.org