European Commission

Workshop on Investment Platforms
20 November 2017, Brussels

Summary of discussions

#investEU

CONTENTS

Keynote speech by Jyrki Katainen, Vice President of the European Commission 2

Update on Investment Platforms 6

How to set up an Investment Platform? 7

Views from private investors and NPBIs 8

Knowledge Café discussions 9

- 1. European Agricultural Fund for Rural Development (EAFRD) Investment Platforms under European Fund for Strategic Investments (EFSI) 9
- 2. Urban Development Investment Platform 10
- 3. Investment Platform for Social Infrastructure and Services 11
- 4. EU public-private fund for SMEs seeking a listing 11
- 5. Vanguard Initiative: De and Re-manufacturing Pilot 13
- 6. Outermost Regions Investment Initiative 14
- 7. Europe Rail Traffic Management System (ERTMS) Platform 14
- 8. Payment-by-result Schemes for Social Investment 14
- 9. Investment Platform for Ocean Energy 15
- 10. Water Saving Technology for the Hotel Industry 16
- 11. Innovfin Investment Platform for Circular-Bio Economy 16

Progress on the third pillar of the Investment Plan 17

Closing remarks by Ambroise Fayolle, Vice President of the EIB 18

Appendix: 21

- Agenda 21
- Speakers' Profile 23

Keynote speech by Jyrki Katainen, Vice President of the European Commission[1]

The Commission has rare opportunities to meet with so many national promotional banks and institutions (NPBIs), multilateral development banks (MDBs) and other financial institutions contributing actively to the Investment Plan for Europe. Their contribution to the Investment Plan is key to its successful delivery. So we are very pleased to have all of you present today.

Growth and jobs in Europe are the number one priority of this Commission. The Investment Plan, which was designed to help boost investments and create jobs across the Union in the years to come, is a crucial part of our comprehensive strategy.

This strategy, paired with other important factors such as the global economic environment and monetary policy, is leading to positive outcomes. Total investment has started to grow again in the EU since 2014 and is forecast to continue to increase this and next year too. The recovery is however still not as good as it could be, so we need continuous policy support and vigilance.

Within the context of the Investment Plan, the Commission strives at ensuring that barriers to investment, both on the supply and demand sides, are addressed. Such barriers appear for instance when projects have difficulties in obtaining financing from the markets due to their small size or risk profile. This is where investment platforms come into play.

The present: Plan's results, Investment platforms

When it was launched in July 2015, the idea behind the European Fund for Strategic Investments (EFSI) was to mobilise, via our partner in this initiative, the European Investment Bank Group, at least 315 billion euros in new investments in areas of strategic importance to the EU economy over three years.

We are not only delivering on numbers, with investments approved for backing by the European Fund for Strategic Investments worth almost EUR 252 billion in 28 Member States. 528,000 SMEs and mid-caps are expected to benefit.

[1] *Check against delivery/ Seul le prononcé fait foi*

We are also delivering on truly additional investments that would not have happened without the European Fund for Strategic Investments allowing the EIB to expand its financing to new sectors and projects.

Investment platforms are an important element of this additionality as they crowd in private investment to finance projects with a higher risk profile. Over 30 investment platforms have been approved to date of which the majority is under the Infrastructure and Innovation Window (IIW) and 3 under the SME window (SMEW). These platforms represent nearly EUR 3 billion of EFSI financing and more than EUR 25 billion expected investments mobilised. I will come back to them in more detail in a moment.

The Investment Plan also includes two other equally relevant pillars, which respectively help strengthening the supply of bankable projects and creating a regulatory environment favourable to investments. This is particularly relevant in the context of today's meeting.

Investment platforms have a reputation of being complex structures that are difficult to set up. There is some truth in that as they often require the bundling of small projects with the associated administrative complexity. They often also combine different sources of funding, which are covered by different financial rules. This is why access to specialised advisory services is so important.

The European Investment Advisory Hub offers 360 degree advisory and technical assistance. Project promoters, public authorities and private companies can receive technical support to help get their projects off the ground, make them investment-ready or get advice on funding sources. In order to bring the advice closer to the local level, where it is really needed, the Hub has now signed Memoranda of Understanding with the vast majority of National Promotional Banks. Under EFSI 2.0, the Hub will have dedicated resources to play a proactive role in supporting the set-up of investment platforms.

Existing EFSI Investment Platforms and success factors

A majority of investment platforms to date have been set up for energy and environmental projects, smaller infrastructure projects, affordable and social housing, as well as financing of SMEs and innovative midcaps. They generally are single-country investment platforms with a thematic focus. The first platforms approved and signed were in Italy, France and Spain, but we now see further diversification, with great examples in Finland, Greece, Poland and the Netherlands. We are very pleased to see the geographic breakdown is progressively diversifying. A couple of examples, such as the Connecting Europe Facility Broadband Fund, will even cover all EU-28.

New investment platforms are currently in the pipeline of the EIB under the Infrastructure & Innovation Window, and of the EIF under the SME Window. Additional ones are at an early stage of internal discussions at the Commission – for instance on education, ocean energy, smart cities, digital modernization. You will all have an opportunity to exchange views on these projects of investment platforms the Commission is considering: we would very much welcome your ideas and your input as experienced bankers.

Based on our experience of the past year and a half, we still see some challenges in the establishment of investment platforms, which we want to address together with the EIB and national promotional banks and institutions. Many of these challenges are linked to the complexity of combining other EU Funds with EFSI, and more specifically Structural Funds with EFSI. We are working on simplifying that and I will talk about it in a moment.

Near future: EFSI 2.0 and Omnibus, enablers of platforms

The extension of the EFSI to 2020 and its corresponding increase of the targeted investment to EUR 500 billion has been agreed by the European Parliament and Council and awaits their formal endorsement. The EFSI 2.0 includes 3 elements which should favourably affect investment platforms: (1) strengthened additionality, (2) reinforced geographic and sectorial coverage and (3) better focus on EU priorities:

(1) Strengthened additionality: The Commission's EFSI 2.0 proposal makes it even clearer that projects need to address sub-optimal investment situations and market gaps, as part of the eligibility criteria. These will set new, more favourable ramifications for investment platforms: the typical features of their final beneficiaries, such as higher risk or small project scale but also their structures, such as risk-sharing mechanisms, will be explicitly recognised as additional.

(2) Reinforced geographic and sectorial coverage: an important objective of the EFSI 2.0 proposal is to reinforce its take-up in less-developed regions and transition regions. This will be done by enlarging the scope to other sectors such as sustainable agriculture and fisheries, but also by facilitating the combination with other funds and enhancing technical assistance.
This puts a direct focus on investment platforms in the future since another defining feature of these vehicles is that they have a geographic or sectorial focus.

(3) Better focus on EU priorities: the Commission also proposed to better focus the EFSI on EU political priorities as regards climate change, for example by setting a minimum target for climate-friendly projects. Since investment platforms are typically set up in sectors such as sustainable energy, environment protection or the social sector this greater policy focus should also lead to a stronger pipeline of platforms.

As was mentioned already, the setting-up of investment platforms can be complex due to different financing rules governing the different sources of financing of a platform. This is why the Commission presented in September its proposals (Omnibus Regulation) for a simpler, more flexible, less burdensome and more result-oriented approach to deliver the European Structural and Investment Funds.

The proposals seek to facilitate the use of financial instruments financed from structural funds but also increasing synergies between structural funds and the EFSI, including their combination. One of these proposals concerns the possibility for contributing structural funds to an investment platform.

Investment platforms will be essential in achieving progress in the 3 priorities for EFSI 2.0: stronger additionality, reinforced sectorial and geographic diversification and enhanced focus on EU priorities.

Investment Platforms as a silver bullet?

One of the concerns often raised regarding the Investment Plan is that it would not support smaller projects.

Let me first underline that the SME Window is addressing very successfully the needs of some of the smaller projects. But more can indeed be done, especially to address regional infrastructure projects.
Investment platforms address the difficulties encountered by smaller projects or less developed regions by:

- pooling smaller or local investment projects, which would by themselves be too small to benefit,
- making bundled projects accessible to new investor groups, for example pension funds or institutional investors that are less familiar with the EU market.

Platforms are thus a means to reduce transaction and information costs and provide for more efficient risk allocation between various investors. They therefore have a great potential for channelling financing to projects that, despite generating revenues and having greater societal benefits, have trouble for obtaining financing because of specific market or regulatory failures.

With the soon-to-be enhanced regulatory framework, but also more developed technical assistance, project promoters should fully seize the momentum for creating a stronger pipeline of platforms.

Of course this is not all, and there are also outstanding questions on the governance structure of these platforms, where the role of investors in the governance structure needs to be in adequacy with the risks they undertake. It is therefore important and useful to debate these and other relevant issues in todays' workshop.

More generally, I would be happy to hear from you today about the main challenges you consider when setting up investment platforms. The Commission, together with the EIB Group, can play an important role in streamlining this process and can provide advice in the set-up of platforms.

We are very pleased to see the concept of investment platform has been put in practice, and further cooperation between the EIB Group and National Promotional Banks is definitely happening. It is our objective indeed to help accelerating the development of such platforms.

Update on Investment Platforms

Speakers: Manuel Pinto, Head of Division for Risk-Sharing Mandates, EIB; Tom Howes, Head of Unit Energy Economics and Financial Instruments, DG ENER; Rachel Lancry Beaumont, Deputy Head of Unit Financial Instruments, DG REGIO; Eduardo Barredo Capelot, Director Government Finance Statistics, ESTAT, Gilles Mourre, Head of Unit Fiscal Policy and Surveillance, DG ECFIN

Moderator: Benjamin Angel, Director Treasury and Financial Operations, DG ECFIN

The panel offered an opportunity to update participants on the latest efforts of the Commission and the EIB Group to develop investment platforms under the Investment Plan for Europe. First, DG ECFIN provided an overview of the changes recently approved under EFSI 2.0 regulation, which would facilitate the set-up of investment platforms: e.g. more focus on sector and geographic coverage, proactive support of the European Investment Advisory Hub for the establishment of investment platforms and more cooperation with national promotional banks and institutions (NPBIs). EIB provided an overview of the investment platforms approved to date, successful structures, as well as examples of blending. DG ENER introduced the Commission's initiative of establishing an EU-wide investment platform for energy efficiency, Smart Finance for Smart Building, while DG REGIO highlighted progress so far with implementation of ESIF-supported financial instruments, where NPBIs already play a key role and provided an update on the Omnibus. Following on, DG ECFIN and EUROSTAT presented some clarifications on the statistical treatment of IPs and implications for budgetary surveillance.

How to set up an Investment Platform?

Speakers: Martina Colombo, Business Development, Cassa Depositi e Prestiti; Frank Lee, Head of Division Financial Instruments Advisory, EIB; Laure Blanchard-Brunac, Adviser, Treasury and Financial Operations, DG ECFIN; Maurice Thijssen, Portfolio Manager Financial Instruments, Province of LimburgModerator:

Moderator: Florentine Hopmeier, Member of the Cabinet of Vice-President Katainen

The panel focused on practical lessons learned from the set-up of investment platforms (IPs). Key features of a successful IPs and typical challenges were highlighted.

Key features for a successful IP included:

- Importance of a good market study and having significant capacity to carry it out – ex-ante studies are vital
- Finding a common denominator with EIB, since NPBIs have generally different mandates. Including agreeing on the terms of cooperation.
- Setting up a platform in a way that allows attracting additional investors, ideally private.
- Good governance framework and proper risk-control are key.
- Political support is an important enabler but can also deter private involvement if the aims and mechanism of the IPs are not in line with market needs. Public policy objectives need to be translated into efficient mechanisms that are attractive for the market.

Regarding potential challenges and areas of improvement, the speakers called for:

- the development of flexible models which can shorten the time to market and be adapted to local needs. Time to market is long but whenever public money is involved procedures are necessarily heavier (e.g. public procurement rules, state aid).
- New rules that the Commission is putting in place (EFSI 2.0, Omnibus) will make the setting-up of IPs less complex.
- While there exists already a big potential for replicating successful models / best practice should be shared, e.g. through Fi-Compass and across NPBIs.
- EU-level IPs remain limited as market needs and regulatory frameworks vary significantly across the EU.
- It was noted that a big part of the work of the Advisory Hub in supporting the setting-up of IPs concerns the combination of different sources of funding.

Key sectors mentioned were SMEs, Climate/energy (especially energy efficiency), urban and social infrastructure and agriculture.

The chair concluded that links between the Commission, the EIB Group and NPBIs needs to be strengthened. The role of the latter as strong project promoters will grow in the future in order to translate public policy objectives need into efficient mechanisms that are attractive for the market. An example was given by the case of Italy, where the national government gave a specific mandate to NPBIs to support EFSI.

For further information on how to set up an investment platform, please click here: https://ec.europa.eu/commission/publications/how-set-efsi-investment-platform_en

Views from private investors and NPBIs

Speakers: Maria Teresa Zappia, Chief Investment Officer, Blue Orchard Finance, Yves Jacob, Head of Public Sector Coverage, Société Générale CIB, Ocean Energy Europe, Peder Hasslev, CEO at Saminvest, Antonio Bandres Cajal, Head of International Relations, ICO

Moderator: Roger Havenith, Deputy CEO, European Investment Fund

The panel had the objective of exchanging good practices on the elements of a successful IP and more generally PPPs. Factors that attract private investors and promote cooperation with NPBIs were identified.

Public Private Partnerships (PPPs) were qualified as a good way forward. Cooperation with the public sector was declared as often being the only way to realize a project by private investors. Credit enhancement, de-risking and capacity building were identified as main drivers for private sector mobilisation. PPPs allow expanding private investors' outreach and scale. They further create cross-selling skills and are replicable. Three main axes of cooperation between private investors and public banks were highlighted: 1) Parallel (co-investment) vs intermediated lending, 2) Wholesale vs retail, 3) Financing vs guarantees. In this regard the development of guarantee models is welcomed by private investors.

The importance of the private equity sector was underlined as a must for a successful platform and emphasized by NPBIs. As NPBIs assets their network and experience, scale, tenor and impact assessment were underlined. These comparative advantages could be the backbone of collaboration with the private sector. In order to boost the PPP market, communication on the added value generated by the involvement of all actors, must be improved.

As key elements for a functioning PPP, comprehensive rules on state aid treatment and standardisation of contracts are required. The panellists emphasised that all sectors were potentially eligible, depending on the time, geography and circumstances. PPPs are thus most needed in the riskiest sectors and more difficult geographies such as Central and Eastern Europe. Further emerging markets/countries and sectors such as climate finance (renewables, energy efficiency, waste management, climate insurance) were identified as core targets. For social impact investments, the importance of payment by results schemes was underlined as they are considered as key demonstration facilities.

It was further called on NPBIs and IFIs to work on their institutional reputation that seems to be red taped as excessive bureaucracy. All speakers agreed that documentation requirements were often excessive and risked to put investors off.

Knowledge Café discussions

1. European Agricultural Fund for Rural Development (EAFRD) Investment Platforms under European Fund for Strategic Investments (EFSI)

- Hosted by DG AGRI -

As an introduction the moderators provided an overview of the current situation of Financial Instruments under the European Agricultural Fund for Rural Development (EAFRD) (3 up and running and up to 30 expected to be implemented by end-2018). They further presented the current status of the sample case of the Agriculture Italian Guarantee Multiregional Platform (AIGMP). Under the AIGMP, different sub-portfolios are established for each participating region to ensure allocation of funds in line with the regional Rural Development Policies (RDPs). DG AGRI's support and availability for explanations and discussions about Financial Instruments as well as for modifications of the regional RDPs has been considered very helpful.

Discussions on the following sub-topics have developed:

- Separation of funds from different RDPs under a same IP.
- Selection of Platform/Fund Managers.
- Transfer of financial benefit to Final Recipients.
- Potential for Financial Instruments as risk management tools. Financial Instruments as a financing source for loans in times of financial distress to mitigate price and production risks following the occurrence of risk events (e.g. extreme weather events, price volatility, sanitary/phytosanitary events, geopolitical events), eventually with flexible repayment structures.
- Financial Instruments as a tool to finance new technologies (including transfer of R&D outcomes to practice) and investment projects which are difficult to be financed through normal funding sources given the long and risky life cycle of such projects.
- It has been mentioned that in certain Member States (e.g. Bulgaria) micro lending is underserved in the agricultural sector, however the financing gap is not

quantified. In these segments guarantees are not suitable, since the institutions (usually not banks) who can serve this segment do not have own resources, so only funded programmes could work.

- Technical assistance/advisory for Managing Authorities for the set-up/implementation of Financial Instruments is considered very useful.
- As a general remark, it has been mentioned several times, that a combination of funding under Financial Instruments with advisory and consultancy could be a good solution to foster appropriate risk management, financial planning and investment project development at the farmer's level.
- The main purpose of FIs should be rather to educate and bring about change in mentality (both on the level of final recipients, as well as administrations and financial institutions), and in that process gradually attract private investors (showing them the niche market), and finally leave the segment for the market.

2. Urban Development Investment Platform

- Hosted by the European Investment Advisory Hub (EIAH) -

Discussions held during the roundtables confirmed that, on the demand side, some municipalities continue to face challenges in terms of getting access to adequate financing for their investment projects. On the supply side, certain financial intermediaries expressed their interest in setting up new funding instruments for this sector, notably through dedicated investment platforms.

- Economic and institutional environment, investment and financing needs may greatly differ, depending on municipalities' size.
- In more developed countries, larger size cities may be more looking for tailor-made off-balance sheet solutions, able to attract private investors to support innovative economic sectors. Meanwhile, in less developed regions, stringent needs for improving basic infrastructure (e.g. roads) remain and may lack the necessary financial support.
- Financial intermediaries' needs may differ, depending on the level of development of local financial markets and of the investor basis. They vary from mitigating solutions to address specific municipal projects (E.g. PPP) to funded solutions enabling to offer long-term and affordable financing, matching projects' economic life.
- There is a need for an in-depth analysis of municipal investment plans in order to identify viable projects and adequate funding instruments depending on their revenue generation capacity (grants, repayable instruments, combination of the two). In some countries a comprehensive set of technical assistance/advisory services would decisively help municipalities in this process, in particular the smaller and medium size ones.

Two options of investment platforms (IP) have been discussed and raised interest among participants:

1. IP offering loans to municipalities and/or municipal companies through financial intermediaries, who may benefit from a guarantee provided by EIB under EFSI. This model is targeting advanced financial institutions willing to share risks.
2. IP offering loans to municipalities and/or municipal companies through a special purpose vehicle/fund, which would combine private and public resources, including ESIF and an EIB loan under EFSI. This model may be more suitable to countries where municipalities struggle to access longer term financing at an acceptable cost.

3. Investment Platform for Social Infrastructure and Services

- Hosted by DG ECFIN –

Participants to this roundtable discussion came from national and regional promotional institutions (Bulgaria, France, Germany, Greece, Italy, Lithuania, Netherlands), the EIB, Council of Europe Development Bank (CEB) and from the Commission (DG ECFIN, SANTE, EAC). Regarding the rationale all participants see market gaps related to social infrastructure in their countries, however with different emphasis: In Bulgaria e.g. the health and education sector has the highest need for basic services, however combined with structural problems of the entire system. In Germany and the Netherlands, the need for affordable housing is in the focus. CEB sees specific needs in the urban sector, at city level.

- SANTE forecasts a general rise of expenditures in the health sector and innovation related to long term care connected care and sees an overreliance on public finance.
- Some countries still rely mainly on grant funding and see currently no need for financial instruments (voiced e.g. by Lithuania, which even did an ex-ante study on EFSI/Investment Platforms). In Greece, a lot of potential project promoters still have problems getting banking loans at all.
- All recognised the need for support to develop and prepare large projects or to bundle the smaller projects, especially in smaller countries such as Lithuania.
- A large part of EIB financing for social infrastructure is not eligible under EFSI, as this is 100% public.
- The attracting of long-term investors would be favourable as well as the issuance of social (impact) bonds, regarding private involvement and possible products.
- It has been suggested to take the rise of "Green Bonds" as a good example for Social Bonds.
- A changing role of construction companies has been observed. It will strive for more PPP structuring and would also offer services to maintain facilities. In general the linking of social housing and social service is seen as desirable. In this context, Netherlands proposed a "platform on social innovation".
- Large scale platforms (from € 100 million onwards) are considered preferable from the view of investors.
- A fund of fund structure to bundle smaller projects has been suggested, including the related advisory services.
- A barrier for participation in setting-up of pan-European investment platforms, might be the national mandate of many NPBIs.

Regarding next steps, the Council of Europe Bank would offer some help on models for blending grants and financial instruments as well as on issuing of social bonds. CDC and CDP could provide considerable support and advice in the set-up of EFSI investment platforms.

4. EU public-private fund for SMEs seeking a listing

- Hosted by DG FISMA -

DG FISMA colleagues from the Capital markets union (CMU) unit presented a proposal to extend the use of EU financial support to SMEs seeking a listing on SME Growth Markets (a new SME-dedicated multilateral trade facility created by MiFID II which will enter into force on 3 January 2017) . The purpose of the exchange at the ECFIN knowledge café was to get feedback on the merits of this idea and collect insight into the possible forms that such a financial support could take.

- The need to revive public capital markets in Europe is vital to make a success of the Capital Markets Union flagship priority. European (equity and bond) public markets remain underdeveloped compared to other developed economies, reflecting in part capital market fragmentation. Access to public markets is even lower for SMEs because they face additional challenges due to a relatively low demand from investors and underdeveloped ecosystems.
- The idea of mobilising public finance to unlock private investment into listed SME shares and bonds on SME Growth Market is still at an early stage of discussion among Commission services. It is envisaged as a response to the lack of institutional investors' appetite for these asset classes. Market data show that the number of IPOs on SME-dedicated markets sharply declined in the aftermath of the crisis (from EUR 11bn on average per year to EUR 2.8bn).
- All participants very much welcomed and warmly supported the idea of extending EU financial support to SMEs seeking a listing on an SME Growth Market.
- All agreed that a better calibration of the EU financial support throughout the whole funding escalator would help optimise the use and impact of the EU public money invested to help SMEs access finance. It would help ensure that the European funds invested at earlier stages of development of SMEs benefit the EU economy rather than non EU countries - which is the case for example when companies that had benefited from EU funds choose to be listed outside the EU.
- Regarding the geographical scope, the fund could possibly be split into several compartments (regional and national) to take into account the range of EU stock markets (Euronext Growth, AIM LSE, Fisrt North…).
- It would also have to be explored whether it could support existing or newly established funds operating in the SME/ mid cap public markets.
- In some Member States, direct involvement of the NPBIs could enable a clearly contra-cyclical action and be likely to provide springboards for the development of European SMEs.
- Discussions revolved around the reasons for the low level of SME IPs in Europe; the role that a public-private fund would play in the governance of companies it would invest in and the beneficiaries of the proposed fund.

5. Vanguard Initiative: De and Re-manufacturing Pilot - Hosted by DG GROW -

The pilot is one of the investment projects developed under the Smart Specialisation Platform for industrial modernisation. It focuses on large-scale demonstrating facilities allowing innovative SMEs to test and validate the new technologies for disassembling, re-manufacturing, re-using, recycling and certifying new products.

- The financial gap occurs particularly in the setting up of shared facilities which requires synchronised investment between different regions.
- Discussions showed that the project represents a relatively high level of risk as the financial gap is particularly high for the investment dealing with yet not proven technologies.
- Many participants underlined the need for a clear governance structure, with defined responsibilities of all shareholders and rules on profit distribution, incl. intellectual property rights developed with the shared demonstration facilities.
- Participants suggested different types of financing for each layer (e.g. equity for the development or upgrade of shared facilities, loans for operations and replication of industrial projects). It seems to be too complex from an investment point of view to combine investments with different technology risks in one single instrument.
- Participants also mentioned the importance of an independent fund manager to evaluate the business perspectives of projects and discuss with financial institutions.
- The co-financing by regions and private investors will be helpful to make the project less risky for financial institutions.

6. Outermost Regions Investment Initiative

- Hosted by DG REGIO –

Discussion focused on possible modalities to ensure that the outermost regions can benefit from EFSI and on possible support that can be mobilized by national promotional banks.

Most recently, the European Investment Advisory Hub (EIAH) has launched a study to assess possible financing solutions to be developed under EFSI for Outermost Regions. Results of such study will be made public in early 2018, and should be followed on by concrete solutions to be implemented.

Exchanges on on-going initiatives in the outermost regions took place: in particular, participants discussed about the "Fund of funds " initiative in Reunion Island (in French "FoF la Financière Region Réunion") aimed at supporting SMEs and the activities carried out by the Agence Francaise de Development in French overseas territories. However, each region and each country are different and a targeted approach is required and the EIAH will assess individually each case through fact-finding missions. On this basis a consolidated report will be discussed with the relevant stakeholders in spring 2018 with a view to put in place concrete actions for the outermost regions.

7. Europe Rail Traffic Management System (ERTMS) Platform

- Hosted by DG MOVE -

ERTMS deployment at a system level has a positive business case, but the distributions of costs and benefits vary. Therefore certain stakeholders can have more difficult individual investment cases – in particular international rail operators. However, delayed deployment by these stakeholders can result in bottlenecks to overall deployment. Support to address these bottlenecks hence is important in securing the overall system-level benefits.

- DG MOVE presented a platform currently being put in place in NL to address deployment issues on ERTMS.
- The proposed approach aggregates funding and financing support with private finance, as well as elements of procurement and testing.
- The consensus discussion was that the approach was very promising, and potentially should be used by other MSs to promote ERTMS deployment.

8. Payment-by-result Schemes for Social Investment

- Hosted by DG ECFIN -

There were few but very interested NPBIs in the Investment Platforms for Payment-by-Result Schemes (PbRs) and social investments session.

- NPBIs were primarily interested in successful examples, and the Finnish transaction (first investments under the EFSI PbR platform) was extensively discussed. NPBIs expressed the need for having accessible information on PbRs and successful cases from various outcomes areas in different countries (e.g. 'learning/resource platform' on EFSI or Fi-Compass page, EIAH study/guide), which will support NPBIs local role as facilitators helping to promote awareness and build the evidence base/business case for PbRs (they could also provide information about local efforts to such PbR knowledge gathering/learning platform on EU level).
- Health outcomes and links to (un)employment were brought up as PbR topic in every session, with a large number of stakeholders to come together/ align

interests in a single scheme (employers, insurers, health facility managers etc). NL already exploring PbRs in health sector.

- Education and skills training bonds were discussed (DG EAC participants in the sessions were interested in setting up PbR IPs for education and training- in this model employers come together with training providers in early stage (examples of established World Bank PbRs for skills mentioned). In France 'Hemisphere funds' (adequate housing+ training/support services) were given as existing PbR example for migrants/refugee inclusion.
- Questions on potential of PbRs to stimulate reform and innovation in public sector itself, rather than commissioning full scale to private sector (innovation resulting outside in private sector, and not necessarily sustainably transferred into public sector).
- EIB presented the Swedish example of outcomes based contracting for sick leave in public sector as an emerging example of a more 'continental PbR model' where reform and innovation is focused/being delivered by public sector itself.
- Also discussion on what proportion of project actually needs to be contracted through PbR in order to generate incentives for innovation (research indicates 20% of overall project contracted on PbR may be sufficient).
- Questions of embedding PbRs in larger infrastructure projects for scaling were also discussed (here we need to relate to the outcomes of Social Infrastructure Investments session).
- As a follow-up, interested NPBIs would be invited for the EU PbR workshop organized with the EIB group in January 10-11th (Investors day on Jan 11th).

9. Investment Platform for Ocean Energy

- Hosted by DG MARE and Ocean Energy Europe –

There were good discussions on ocean energy readiness and provided good visibility for ocean energy vis-à-vis the finance sectors. Industry is seen as having matured and learned from past failures, but still a lot of companies are at demonstration, first array stage. Long term public equities could help financing scaling-up to industrial phase.

Objective and role of public authorities:

- To reduce information and transaction costs, to set risk sharing mechanisms and increase attractiveness.

Need to anticipate necessary time to implement/start an IP:

- Definition and scope, selection of fund manager, possible state aid issues, etc.
- 2-3 years of data of ocean energy technologies, running in production situation, seem to be a minimum threshold for many investors (public and private).
- Revenues generation covering costs in ocean energy may not be expected within the usual duration of a venture fund (8-10 years). 15 years would be preferable.

How to transfer knowledge and innovation and attract industrial players?

- If there is good potential for their core business and services.
- They tend to be very cautious if outcomes are uncertain and long term.
- Large industry players such as energy utilities may be ready to invest at early stage but with a limited entry ticket and the possibility to scale up at a later stage. Several energy utilities are already active: ENEL, ENGIE, EDF or Scottish renewable (Iberdrola).
- Ocean Energy still needs grants and de-risking supports. IP may complement and attract interest. A prolongation of H2020 projects via an Angel fund could be an approach worth pursuing.

Depending on the source/experts, it remains unclear whether:

- Equity vs debt? Equities may be more adapted than loans with Ocean Energy industry profile.

- Small vs large sector focus: IP set for Ocean Energy only or would a much larger IP for Blue Growth or Renewable be more efficient to attract investments to ocean energy?

10. Water Saving Technology for the Hotel Industry

- Hosted by the European Investment Advisory Hub (EIAH) -

There were several discussions on the subject of the opportunity to develop an investment platform around greywater saving systems in hotels. Work by the Maltese Business Bureau (MBB) had established that there were technical options for greywater reuse which could potentially lead to EUR 1.4bn annually being saved across Europe.

- Discussions concentrated on the balance of costs and benefits - there was suggestion that the water and construction players may see as much benefit as hoteliers and therefore their potential role as drivers should be investigated. This was in line with MBBs findings on the possible development of standards around greywater.
- There was also a discussion about development of such standards - is it easier or better to do it at national or EU level. National may be the best way forward.
- Participants offered to provide MBB with further support and information.

11. Innovfin Investment Platform for Circular-Bio Economy

- Hosted by DG RTD -

The concept of a new thematic investment platform (likely in the form of a fund) that would invest in the sector of bioeconomy had been explained.

- Potential need for a new thematic investment platform was identified in a study that EIB published in June 2017, entitled "Access-to-finance conditions for Investments in Bio-Based Industries and the Blue Economy"
- The platform will likely be implemented as a fund providing venture debt to bioeconomy projects that are at certain (predetermined) stages of life, for which a funding gap has been identified in the study
- The fund should be complementary to existing instruments, i.e. to make bioeconomy projects bankable
- The European Commission is the main promoter and is willing to invest an amount of up to EUR 100m that could bear different risk (potentially higher) than the other investors, with the objective (i) to attract private investors to the fund and (ii) to allow the fund to invest in projects that otherwise might be perceived too risky

Points discussed with participants:

- The fund structure should allow for a recalibration of investment guidelines over time to remain in line with the market needs
- The governance structure of the fund should allow for a rapid consultation with investors / European Commission when an opportunity arises to invest in an interesting project that might not be strictly compliant with the eligibility criteria in the investment guidelines
- Apart from the investment itself, some investees might also be interested in obtaining technical assistance

Representatives of various NPBIs showed support and enthusiasm for this thematic fund but also cautioned that the fund, should it wish to obtain funding from regional institutions with limited geographic mandate, should be able to commit upfront to pre-allocate a sufficient part of the investable amount to the geographic regions relevant for those regional institutions.

Progress on the third pillar of the Investment Plan

Speakers: **Gunnar Hökmark**, Member of the European Parliament; **Miguel Gil Tertre**, Head of Unit Europe 2020, European Semester, Economic Governance, Secretariat General; **Dominique Simonis**, Head of Sector Surveillance of Structural Reforms, DG ECFIN; **Kaspar Richter**, Head of Unit Growth & Business Environment, Structural Reform Support Service.

Moderator: **Pawel Świeboda**, Deputy Head of the European Political Strategy Centre

The aim of the panel was to underline the key features and importance of the third pillar of the Investment Plan. Barriers to investment were identified and the challenges and future objectives for implementing structural reforms were discussed.

It was stated that investment growth is improving but despite the favourable framework conditions, it is still held back by structural deficiencies. A number of factors that constrain investment were urged: uncertainty, lack of confidence on future returns, administrative burden such as permitting and rights of way, lack of credit, sectoral barriers, and high levels of non-performing loans and of private and public debt. Speakers underlined the innovative aspect of the third pillar of the Investment Plan to look at the barriers in a comprehensive way, aiming to create opportunities for profitable investment. Further the investment Plan brought together three interrelated aspects: financing, a facilitating framework and projects.

Within the European Semester, the vehicle for economic policy coordination, Member States are committed to structural reforms. In this regard it was highlighted that the third pillar of the Investment Plan is taken into serious consideration when designing reforms. Key sectors are looked at and either high level strategies or more detailed ones are considered in order to find flexible and integrated solutions. Part of the process includes looking at investment management in order to consider whether it is better to implement traditional investment projects or alternative structures such as PPPs. It was noted that it is essential to improve ownership and find the right interlocutors. In that regard the speakers referred to the country-specific recommendations provided by the Commission.

Finally, improvement and necessary conditions to boost investment were highlighted: Reduction of the administrative burden and increasing the predictability and efficiency of the public sector. Further the supply of relevant skills in the labour market, the improvement of awareness to combine the EU with national levels, removing barriers to competition and the involvement of all relevant stakeholders have to be ensured. It was further called for a sharpening of the country-specific recommendations and a reduction of the tax bill. Priority areas for reform that were mentioned include business environment, the labour market, research and innovation, infrastructure, energy and telecom. Connections between and within Member States were underlined as central importance to ensure profitability, stability and competitiveness of the European Union.

Closing remarks by Ambroise Fayolle, Vice President of the EIB[2]

Dear all,

I have been given the difficult task of concluding the dense and fruitful exchanges of today’s event. Difficult because we covered a wide range of topics, some of a very wide policy nature, such as the third pillar and the questions related to the Stability and Growth Pact, and also some very practical ones, with project examples and explanation of the concrete steps to set up investment platforms.

In our role of public banks and institutions, we are trying to make policy objectives and project realities match. The EU has set itself ambitious policy objectives, to give a strong push for growth and investment while at the same time reducing climate impact. This translates in many specific policy objectives in different sectors.

Projects promoters are looking for good financing conditions, are sometimes struggling with the regulatory frameworks, while private investors are looking for adequate risk-return and have to comply with prudential regulations.

The EIB, at European level, and the NPBs, in their respective markets, have a duty to facilitate the financing of projects in line with policy objective, and where feasible, catalyse other public and private investors. And there is clearly a role for investment platforms to contribute to this objective.
The cooperation between the EIB Group and NPBs, as you have heard today, is long standing and multi-dimensional. Traditionally NPBs act as financial intermediaries for EIB Group financing dedicated to small-scale projects, channeling EIB loans to business communities and local authorities in their home countries. They have also partnered up with the European Investment Fund (EIF) in the implementation of its guarantee mandates.

EFSI has enabled a marked growth in cooperation with NPBs, especially in areas of high risk. New products have been developed and new forms of collaboration have taken shape, taking into account the highly diverse business needs and objectives of the different NPBs. Today we see many different forms of cooperation between the EIB Group and NPBs under EFSI.

First, the simplest form, is the co-investment at project level, where EIB and NPBs, following their respective own rules and procedures, bring joint support to projects which have difficulties in accessing financing from private investors. For instance, the EIB supported jointly with the NPB of Schleswig-Holstein a power plant for combined heat and power in Kiel. To systematise the cooperation, the EIB and NPBs can partner up to identify a joint pipeline of project in specific sectors, have some form of due diligence together, and co-finance jointly the identified pipeline. That’s one form of Investment Platform, which is used for instance with CDP to support major infrastructure.
The EIB can also invest together with subsidiaries of NPBs: One case is the IP created to support the Société Logement Intermédiaire, subsidiary of CDC, for the construction of 13000 units of affordable housing in France.

A second form of cooperation between NPBs and EIB is intermediated financing.
The EIB group thereby provides loans or guarantees to NPBs for them to extend financing to SMEs and Midcaps, as NPBs share with EIB the mission of addressing market gaps in SME financing in their respective territories.

[2] *Check against delivery/ Seul le prononcé fait foi*

From the beginning of EIB Group's SME activities, NPBs were natural financial intermediaries. This close cooperation has been reinforced thanks to EFSI and expanded to equity investments under the SME Window.
Thanks to EFSI, new ways of cooperation with NPBs were explored and resulted in a further increased cooperation, notably through the creation of an Equity Platform, a securitisation platform and a risk sharing national platform with CDP.

A third way, developed under EFSI, are risk-sharing instruments with several forms of delegations to NPBs, which my colleagues mentioned this morning. Risk sharing is an highly effective instrument to address some market failures since it create a risk capacity benefit for the participating intermediaries, in this case the NPBs, by offering a mean to reduce their exposure to given sectors, counterparts or client segments.
An example of this risk-sharing is the platform with AfD, in order to support small projects in the overseas territory. Building upon the strong experience of AFD in those regions, this risk-sharing IP will allow AFD to increase its support to private and public promoters which otherwise would be too small for EIB direct financing.
Other examples of risk-sharing are the IP supporting Midcaps in Poland and Germany, set with BGK and KfW.

Beyond risk-sharing, the EFSI Regulation puts the emphasis on the development of platforms, and it is indeed a way to foster an ever greater cooperation between the EIB Group and NPBs. As we have seen today, despite their common objective to catalyse public and private investment in sets of projects, they can take different forms.
Many investment platforms take the form of dedicated investment vehicles, such as funds, gathering public and private partners. For example, the Diorama Hellenic Fund in Greece to support Greek companies, the Limburgs Energie Fonds to support small projects for a low carbon economy or the public-private equity fund established with ICO to support Infrastructure projects.

This diversity, this flexibility is important, in order for the EIB and its partner NPBs to be able to adapt to the different needs in the different markets, in the different sectors.

At the same time, let’s be clear: Investment Platforms, in order to be able to catalyse private investors, must continue to remain market-based instruments. They can only aim at supporting bankable operations which face specific market failures. They cannot be used to replace grants when grants are needed because the projects cannot repay the initial investment made.
With the same philosophy, even though they have to support projects in line with our European and national policy objectives, these platforms have to be managed professionally, and not policy-driven. Private investors will not come and co-finance platforms if they fail to see a market-driven mindset guiding these platforms.

Last but not least, what we heard today is also the importance of good project preparation, and good market knowledge before setting up such platform. The second pillar of the Juncker Plan, the European Investment Advisory Hub, is essential in that respect. This is another area of cooperation between the EIB and NPBs. Building on partnerships with NPBs is a key concept for the delivery of this additional advisory services. The Hub has established 18 partnerships with national promotional banks (NPBs).
Advice will be provided by the Hub. All the advice but only advice. The Hub will not be able to deliver the platforms, it is not equipped for it. Only platform sponsors and promoters can in the end deliver them, and there is another clear role for NPBs and the EIB.

As pointed out by Vice-President Katainen this morning, Europe's economy is bouncing back and the economic recovery has finally reached every single Member States. Private investment is picking up again.
Of course, many factors lead to this recovery, but EU institutions and their national counterpart played their part in this recovery.
The European Fund for Strategic Investment, EFSI, conceived nearly 3 years ago to address the financing gap resulting from the financial crisis, has contributed to the renewed appetite for investment in the EU we now start to see.

Progress, however, should not be an excuse for complacency. There is still a substantial investment gap which raises concerns for the future competitiveness of the EU and job creation. In large parts of the EU, the investment levels have not yet reached their pre-crisis levels. The boost to investment has to continue. It will be the case as the co-legislators have agreed on an ambitious extension of EFSI.

EFSI 2 will ask even more from the EIB and NPBs than EFSI 1 in order to reach ever more smaller projects in new sectors and geographies. New investment platforms will have to be developed.

To conclude, I would like to recall that the Investment Plan is built on 3 pillars. Financing pillar, Advisory pillar, and regulatory pillar. The 3 pillars need to go hand-in-hand.
I believe that this third pillar is probably the most important, with a potential long term effects to favour investment, sustainable growth and jobs in the EU, as outlined by the last panel of the day. The EIB and the NPBs are doing their part of the job. But they cannot make alone this plan a success.
Two topics mentioned this morning demonstrate that financing and regulatory framework goes hand in hand: without clarity on the application of the rules of the Stability and Growth Pact for Investment Platforms, some public investors will be reluctant to support the creation of platforms. Without more flexible rules financing rules governing the different sources of financing of a platform when Structural funds are involved, private investors will remain reluctant to join such platforms.
Overall, without an improved and clearer regulatory framework for investments, attracting private investors will remain a challenge in the long run. Therefore the 3rd pillar of the Juncker Plan is essential to make the Investment Plan for Europe a full success.

I thank all the participants for the interesting discussions, and we look forward increasing our cooperation with you to deliver investment platforms!

Appendix:

AGENDA MONDAY 20 NOVEMBER 2017

Location: Berlaymont, 200 rue de la Loi, Brussels

9.00 - 9.30

Registration and coffee – Welcome by **Benjamin Angel**, Director Treasury and Financial Operations, DG ECFIN

9.30 – 11.00

Update on Investment Platforms (IPs)

Speakers: **Manuel Pinto**, Head of Division for Risk-Sharing Mandates, EIB; **Tom Howes**, Head of Unit Energy Economics and Financial Instruments, DG ENER; **Rachel Lancry Beaumont**, Deputy Head of Unit Financial Instruments, DG REGIO; **Eduardo Barredo Capelot**, Director Government Finance Statistics, ESTAT, **Gilles Mourre**, Head of Unit Fiscal Policy and Surveillance, DG ECFIN

Moderator: **Benjamin Angel**, Director Treasury and Financial Operations, DG ECFIN

1. Next steps under EFSI 2.0
2. State of play on Investment Platforms
3. Case study: Smart Finance for Smart Building, an investment platform for energy efficiency
4. Update on the Omnibus proposal
5. Statistical treatment of IPs and implications for budgetary surveillance

Followed by Q&A and Discussion

11.00 – 11.30

Keynote speech by **Jyrki Katainen**, Vice President of the European Commission

11.30 – 11.50

Coffee break

11.50 – 12.30

Panel: How to set up an investment platform?

Speakers: **Martina Colombo**, Business Development, Cassa Depositi e Prestiti; **Frank Lee**, Head of Division Financial Instruments Advisory, EIB; **Laure Blanchard-Brunac**, Adviser, Treasury and Financial Operations, DG ECFIN; **Maurice Thijssen**, Portfolio Manager Financial Instruments, Province of Limburg

Moderator: **Florentine Hopmeier,** Member of the Cabinet of Vice-President Katainen

Followed by Q&A and Discussion

AGENDA MONDAY 20 NOVEMBER 2017

12.30 – 13.10

Panel: Views from NPBIs and private investors

Speakers: **Maria Teresa Zappia,** Chief Investment Officer, Blue Orchard Finance, **Yves Jacob**, Head of Public Sector Coverage, Société Générale CIB, **Peder Hasslev**, CEO at Saminvest, **Antonio Bandres Cajal**, Head of International Relations, ICO

Moderator: **Roger Havenith**, Deputy CEO, European Investment Fund

Followed by Q&A and Discussion

13.10 - 14.20

Lunch break

14.20 – 16.20

Knowledge Café on potential opportunities of IPs

1. EAFRD Investment Platforms under EFSI (hosted by DG AGRI)
2. Urban Development Investment Platforms (hosted by EIB Advisory)
3. IP for Social Infrastructure and Services (hosted by DG ECFIN)
4. EU Public-private Fund for SMEs listing (hosted by DG FISMA)
5. Vanguard Initiative: De and Re-manufacturing Pilot (hosted by DG GROW)
6. Outermost Regions Investment Initiative (hosted by DG REGIO)
7. Europe Rail Traffic Management System ERTMS Platform (DG MOVE)
8. Payment-by-result Schemes for Social Investment (hosted by DG ECFIN)
9. Investment Platform for Ocean Energy (hosted by DG MARE)
10. Water Saving Technology for the Hotel Industry (hosted by EIAH)
11. Innovfin IP for Circular Bio Economy (hosted by DG RTD)

16.20 - 16.40

Coffee break

16.40 – 17.30

Panel: Progress on Third Pillar of the Investment Plan

Speakers: **Gunnar Hökmark**, Member of the European Parliament; **Miguel Gil Tertre**, Head of Unit Europe 2020, European Semester, Economic Governance, Secretariat General; **Dominique Simonis**, Head of Sector Surveillance of Structural Reforms, DG ECFIN; **Kaspar Richter**, Head of Unit Growth & Business Environment, Structural Reform Support Service.

Moderator: **Pawel Świeboda**, Deputy Head of the European Political Strategy Centre

Followed by Q&A and Discussion

17.30 – 18.00

Closing remarks by **Ambroise Fayolle,** Vice President of the EIB

Speakers' Profile

Benjamin Angel, Director Treasury and Financial Operations (L), DG ECFIN, European Commission

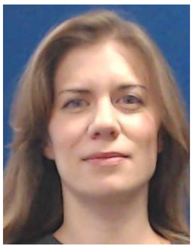
Benjamin Angel has been working for the European Commission since 1994. He is currently Director for the 'Treasury and financial operations'. During the last years, he has notably been in charge of the creation and negotiation of the Regulation creating the European Fund for Strategic Investment (EFSI), the European Investment Advisory Hub (EIAH) and the European Investment project Portal (EIPP). In previous functions, he notably drafted and negotiated the creation of the various European sovereign firewalls (ESM, EFSM, EFSF) and of a macro-prudential supervision (ESRB). He was directly involved in the preparation of most texts establishing a European Banking union (single supervisory mechanism, single resolution mechanism...).
He is inter alia a member of the EFSI Steering Board, of the Board of Directors of the European Investment Fund (EIF), of the Supervisory Board of the Marguerite and European Energy Efficiency Funds.
He is a former member of the private offices of the Commissioners for economic and monetary affairs Yves-Thibault de Silguy (Santer Commission), Pedro Solbes (Prodi Commission) and Joaquin Almunia (first Barroso Commission). He is graduated from HEC Paris (specialization in finance), Sciences-Po Paris (specialization in economics) and has a master in political science and a PHD in law.

Antonio Bandrés Cajal , Head of International Relations Department, ICO

Antonio began his career in retail banking and joined the Instituto de Crédito Oficial in 2001. Between 2007 and 2011 he was in charge of International Financing and Project Financing. Subsequently, he joined Axis Participaciones Empresariales, a venture capital management company of ICO, for the creation and launching of the Infrastructure Fund, and also participated with other institutions in the launch of other funds such as Fons-Mediterranea and Marguerite, respectively aimed for investments in Africa and Europe. In 2014, he returned to ICO as head of International and Direct Financing until 2017, when he became head of the International Relations Department.
Antonio holds a Bachelor of Economics and Business Administration from the University of Zaragoza and Grenoble (Erasmus).

Eduardo Barredo Capelot, Director Government Finance Statistics, ESTAT, European Commission

Eduardo Barredo Capelot has Academic degrees in Economics and Geography by the Universities of Madrid, London, and College of Europe (Bruges). He has developed most of his professional career in Eurostat, where he is currently Director for Government Finance Statistics and Quality. Prior to this appointment he was Director for Social Statistics. He has worked in the areas of external trade and balance of payments statistics (also at the IMF), national accounts and government finance statistics, and business statistics.



Laure Blanchard-Brunac, Adviser to the Director, Treasury and Financial Operations, DG ECFIN, European Commission

At DG ECFIN, the Commission's directorate responsible for EU policies promoting economic growth, higher employment, stable public finances and financial stability, Laure works mostly on the Investment Plan for Europe and the External Investment Plan, with a particular focus on cooperation between the EC, the EIB Group and national promotional banks and institutions. Laure is a banker with 15 years of experience in executing debt and equity transactions with corporates and financial institutions, in Europe and emerging markets. Laure holds a postgraduate degree from business school HEC Paris.

Sabine Bourdy, Head of Unit, DG REGIO, European Commission

Sabine Bourdy is currently Head of Unit in charge of Outermost Regions within the Commission services (Directorate General for Regional and Urban Policy).
This unit is responsible for the EU's strategy for the 9 outermost regions as defined in Article 349 TFEU (Guadeloupe, French Guiana, Martinique, Mayotte, Réunion, Saint-Martin, Azores, Madeira and the Canaries).
Through her career, Sabine has always been very involved in the support given by the European Union for regional development, both in Brussels and in the field.
She previously held several head of unit positions on the implementation of cohesion policy for several member states (Greece, Cyprus, Slovakia and Austria).
She has also gained field experience as a Director in a French region in charge of Research, Higher Education, International and Europe.

Martina Colombo, Business Development, Cassa Depositi e Prestiti (CDP)

Martina Colombo joined Cassa Depositi e Prestiti (CDP) - National Promotional Institution for Italy - in 2004.
First in Strategic Planning and Financial Control, as Head of Unit since 2009.
More recently, Martina moved to new responsibilities within CDP in Business Development. In particular she has been following the deployment of EFSI operations and the development of Investment Platforms promoted by CDP. She is also responsible of the relationship with the EIB Group and other international istitutions.
Previously in her carrier she worked for Citigroup in Corporate and Investment Banking.
Engineer graduated from Politecnico di Milano in 1998, she then completed her studies in Management and Administration at Harvard University.
Martina likes music, she is married and mother of three children.

Ian Conlon, Policy Officer, DG MOVE, European Commission

ERTMS Deployment Manager in DG MOVE. Over ten years of experience in both private and public sectors with particular expertise in infrastructure finance.

Georgia Efremova, Policy Officer for Social Impact Investment, DG ECFIN, European Commission

Georgia currently coordinates the work of ECFIN's Directorate L on EU policy development, financial instruments and market development initiatives in the area of social impact investment, notably under the Investment Plan for Europe, developed together with the EIB Group and other IFIs and contributing to the achievement of the United Nations Sustainable Development Goals. This builds on her previous experience working with the United Nations Development Programme on area-based development and social inclusion in Central and Eastern Europe. Georgia has also previously worked in the fields of local community development and poverty reduction, Corporate Social Responsibility and finance. Her academic background includes studies in Economics (UIC Chicago), Political Science (CEU Budapest), and Social Anthropology (UCL London).

Ambroise Fayolle, Vice President of the European Investment Bank

Ambroise Fayolle was appointed Vice-President of the European Investment Bank in February 2015. He is currently in charge of the operational activities of the Bank in France, Germany, South Africa, and, for ACP/OCT mandates, West Africa and Pacific Islands. He is also responsible for EFSI, innovation, the EIB Economic Department, Development policy and is Board member of the European Investment Fund.
Ambroise Fayolle, represented France at the Executive Boards of the International Monetary Fund (IMF) and of the World Bank, in Washington DC from September 2007 until his appointment as head of Agence France Tresor, the Debt Agency of the French Ministry of Finance, in March 2013. He was also a staff member of the IMF between 2003 and 2005. A graduate of the Ecole Nationale d'Administration (ENA), most of his career was spent at the Treasury Department in the Ministry of the Economy and Finance. In particular, he was division chief in charge of the State Financing and Monetary Affairs Bureau — the predecessor to AFT— and, in 2005, was appointed assistant secretary for Multilateral and Development affairs at the French Treasury, Sous-Sherpa for the G8, and Co-Chairman of the Paris Club.

Dr. Lieve Fransen, Senior Social Health Policy Advisor, Europa Insights

Dr. Lieve Fransen is a senior social and health policy advisor with a range of different institutions, businesses and think thanks.
She is medical doctor specialized in global public health and social policies. She has a PhD in social policies.
Dr Fransen has a considerable experience in development policies and European policies and institutions. She worked extensively on formulating evidence based policies including on social investment and innovation, pensions and health care.
She is a well-recognized policy maker at senior management level in the EU in a range of different departments in Development, Trade and External relations, Communication, Social affairs and Employment in the European Commission. She was the Director for Social Policy within the European strategy for 2020 and the European semester in the European Commission until May 2015. She is one of the main authors of the upcoming report of the "High Level Task Force on Social Infrastructure".

Miguel Gil Tertre, Head of Unit Europe 2020, European Semester, Economic Governance, Secretariat General

Miguel Gil Tertre is Head of Unit in the Secretary General of the European Commission, covering Economic Governance, investment and the deepening of the Economic and Monetary Union. The Secretariat-General is responsible for the overall coherence of the Commission's work – both in shaping new policies, and in steering them through the other EU institutions. It supports the whole Commission.

Before that, Miguel was member of the Cabinet of Jyrki Katainen, Vice-President for Jobs, Growth, Investment and Competitiveness at the European Commission, where he was responsible of the design and implementation of the Investment plan for Europe and the European Defense Fund. Prior to that he was the assistant to the Director General in DG ECFIN (Economic and Financial Affairs) during the so-called Euro crisis.

Xavier Guillou, Policy Officer, DG MARE, European Commission

Xavier Guillou, is policy officer in the General Directorate for Maritime Affairs and Fisheries. He is in charge of promoting and supporting marine renewable energies (EU Blue energy strategy) and the blue economy.

Xavier has a background in industrial economics and a master degree in European economics from the College of Europe in Bruges.

Peder Hasslev, CEO at Saminvest

Peder Hasslev was appointed CEO of Saminvest in February 2017. Previously, he was heading the asset management unit at AMF, one of Sweden's major pension companies. His professional career includes several key roles in the asset management as well as in the investment banking industry: among others he was sector head of Deutsche Bank's pan-European Paper & Packaging sector research and Global Head of Equities at SEB. Peder Hasslev holds a BA in Business Administration and a BA in political science from Stockholm University as well as a CEP from Instiut d'Etudes Politiques in Paris.

Roger Havenith, Deputy Chief Executive, European Investment Fund

Roger Havenith was appointed Deputy Chief Executive at EIF in January 2016. Previously, he was heading the EC's DG ECFIN Unit L2 on financing of innovation, competitiveness and employment policies for more than five years. His long-standing professional career with the EC – which he joined in 1990 – includes several key roles: among others, he was a Commission negotiator and member of the EC team in charge of the European Fund for Strategic Investments (EFSI) SME Window, as part of the Investment Plan for Europe. For several years he also led the EC's Designated Service responsible for the negotiation, implementation and oversight of financial instruments under CIP, EPMF, MAP and other initiatives.

Roger Havenith has a B.A. in Business Administration from HEC St. Louis in Brussels (Belgium) and LL.M. in International and Comparative Law from Vrije Universiteit.

Gunnar Hökmark, Member of the European Parliament

Gunnar Hökmark is a Member of the European Parliament since 2004. In January 2007 he was elected Vice-Chairman of the EPP Group in the European Parliament, a position he held until 2014. He is the leader of the Swedish delegation to the EPP and active in the Committee of Economic and Monetary Affairs and the Committee of Industry, Energy and Research. He was responsible for the Banking Recovery and Resolution Directive and is now rapporteur for the BRRD revision.
Gunnar Hökmark is also a member of the delegation to the EU-Serbia Stabilisation and Association Parliamentary Committee and active in the Delegation to the EURONEST Parliamentary Assembly. In 1979 he was elected Chairman of the Moderate Youth, a position he held till 1984. He served in the Swedish Parliament from 1982 to 2004 as a representative for the Stockholm region. In the Parliament he was the spokesman on privacy policy, energy policy and economic affairs, as well as President of the Standing Committee on Constitutional Affairs. From 1991 until 2000 he was Secretary General of the Moderate Party.

Florentine Hopmeier, Member of the Cabinet of Vice-President Katainen, European Commission

Prior to her current position, Ms. Hopmeier was a Team Leader coordinating activities related to the Investment Plan for Europe at the EU Commission's Treasury and Financial Operations Directorate. Ms. Hopmeier holds a Master of Science in Management and Finance from HEC Paris, as well as a Master of Arts in Public Affairs from Sciences Po Paris.

Tom Howes, Head of Energy Economics and Financial Instruments, DG ENER, European Commission

Tom Howes is an official of the energy department of the European Commission. He worked on renewable energy policy and energy market integration issues for some years. Now acting as head of Unit of the economic analysis and financial instruments unit, he manages economic modelling and data for energy policy development (including the 2030 package, energy prices & costs report, energy security study), works on developing financial instruments and state aid policy. He is an economist and has previously worked for the Australian and British governments and the IEA.

Yves Jacob, Head of Public Sector Coverage, Société Générale CIB

Yves is heading a global coverage group in charge of client management with all institutions belonging to the public sector. Within this scope are included governments and government related institutions, central banks, sovereign wealth funds, policy banks, local authorities and supranationals. He acts as the senior representative for Société Générale towards these institutions and is responsible for developing their business relationships on a group-wide basis.

In his previous role, Yves established and developed Société Générale's debt capital markets platform for the Asia Pacific region, based in Hong Kong. Prior to moving to Asia, he held various roles in the areas of financing and capital markets, helping corporates raise capital in both private and public debt markets.

Yves holds an MBA degree from ESSEC business school.

Jyrki Katainen, Vice President of the European Commission

Jyrki Katainen is currently Vice President of the European Commission responsible for Jobs, Growth, Investment and Competitiveness. He joined the college in July 2014 as Vice-President for Economic and Monetary Affairs and the euro.

Before that he served as Prime Minister of Finland, 2011 - 2014 and Minister of Finance, 2007 - 2011. He was Member of Finnish Parliament 1999 - 2014 for the National Coalition Party (Kokoomus).
He was Member of the Finnish Delegation to the OSCE Parliamentary Assembly 2003 - 2007, Member of the Administrative Council of the Finnish Broadcasting Company 2003 - 2005, Member of the Finish Delegation to the Western European Union Parliamentary Assembly 2004 - 2005 and the Deputy Member of the Finnish Delegation to the Nordic Council 2001 -2003.

Jyrki Katainen has MSc in Political Science from the University of Tampere, Finland (1998) and he did an Erasmus exchange year at the University of Leicester, UK.
His hobbies are running, cycling and tennis.

Rachel Lancry, Deputy Head of Unit, DG REGIO, European Commission

Rachel has been Deputy Head of REGO's Unit dealing with financial instruments and relations with international financial institutions since May 2012. The unit is active on policy, legislative and technical fronts:
• Supporting geographic and audit units in matters relating to implementation of ESIF financial instruments financed under 2007-2013 and 2014-2020 programmes;
• Leading in the preparation and negotiation of the legislative framework for ESIF financial instruments 2014-2020 and its ongoing mid-term review; and
• Coordinating current efforts to ensure an optimised and broader use of financial instruments to deliver ESIF in 2014-2020.
Prior to this appointment, Rachel held various policy analyst and desk officer posts in DG REGIO, including working closely with managing authorities to provide guidance on setting up and implementing financial instruments in the 2000-2006 programme period.

Frank Lee, Head of Division - Financial Instruments Advisory, European Investment Bank

Frank is responsible for EIB's contribution to the fi-compass platform, as well as the Bank's bespoke advisory services related to the design, set up and implementation of financial instruments of Managing Authorities and other public bodies across Europe.
Frank has been involved in the world of financial instruments since 2007, contributing to the launch of the "JESSICA" initiative, undertaking financial instrument feasibility studies across Europe, and eventually establishing the Bank's fund management activities in this regard.
Prior to joining the advisory department of the EIB, Frank was responsible for managing (as a fund of fund manager) and/or lending to financial instruments across Western and Northern Europe. Previous positions in EIB include senior debt investments in cities and social infrastructure projects in the UK, Ireland, Denmark, Croatia and Turkey.
Frank is a Chartered Accountant and Chartered Financial Analyst.

Mark Mawhinney, Head of EIAH, European Investment Bank

Mark Mawhinney joined EIB in 2009 and is currently the Head of the European Investment Advisory Hub (EIAH), which offers a single access point to a 360 degree offer of advisory and technical assistance services with the aim of strengthening Europe's investment and business environment.

Prior to this he was Head of the IQR Team within JASPERS, which assists EU Member States in the preparation of major projects to be submitted for grant financing under the Structural and Cohesion Funds.

He received a PhD in offshore engineering after study in UK and Japan. In 1999 after completion of an MBA he returned to a number of roles in the Higher Education sector in starting up business lines. This included Isis Enterprise, at Oxford University, where his role was to develop a business advising governments and other universities in technology transfer and the economic impacts that arise as a result of this activity.

Gilles Mourre, Head of Unit Fiscal Policy and Surveillance, DG ECFIN, European Commission

During his 21-year career, he covered various economic issues, including fiscal policy, taxation, labour market, inflation, economic growth, and population ageing. He worked at the European Central Bank (ECB) in Frankfurt and at the French Treasury. He is a graduate from ENSAE, Sciences Po-Paris and the Paris School of Economics (PSE) and holds a PhD in Economics and Management from the Free University of Brussels (ULB), to which he is affiliated. One of his main areas of research is labour market economics and public finance, on which he published a number of working papers and academic articles.

Mark Nicklas, Head of Unit "Innovation Policy and Investment for Growth", DG GROW, European Commission

Marc Nicklas is in his position since 2016. Among other activities, Mark's unit is leading the European Commission's work on industrial modernisation. The objective is to foster investment in a smart, innovative and sustainable industry.

From 2012 to 2016, he was Deputy Head of Unit Innovation Policy for Growth. Before that, Mark was closely involved in the European enterprise policy as the Assistant to the European SME Envoy and Director-General for Enterprise and Industry. Previously, he spent several years in the European Commission's transport policy department. Prior to joining the European Commission in 2003, Mark was working in the telecommunications industry in Germany. Mark holds a Ph.D. in economics.

Michael Pielke, Head of Unit, DG AGRI, European Commission

Since 2000, Michael Pielke has worked for the European Commission, first in a geographical unit dealing with German and Austrian rural development programmes in DG Agriculture and Rural Development. Between 2004 and 2006 he changed to the market policy and was in charge of subjects related to meat markets and direct payments.

Mr Pielke returned to the Rural Development directorate as Deputy Head of Unit of the unit Consistency of Rural Development in March 2007. This unit dealt with the development and negotiation of the 2014 – 2020 legal framework for rural development. On 1 March 2014 he became Head of Unit F 3: Rural Development Programmes I: Bulgaria, Croatia, Denmark and Poland. After the reorganisation of DG Agriculture in January 2017 this unit is in charge of the rural development programmes of Bulgaria, Croatia, Poland and

Slovenia as well as Financial Instruments.

Manuel Neto Pinto, Head of Division, Risk Sharing Mandates, European Investment Bank

Manuel A. Neto Pinto heads the team coordinating the EIB's implementation of risk sharing mandates, notably, EFSI - European Fund for Strategic Investments, InnovFin – EU Finance for Innovators and CEF – Connecting Europe Facility. Manuel joined the EIB in 2000, having since occupied a number of positions across the organization, from credit risk management to loan origination and restructuring. Prior to joining the EIB, Manuel worked in several international investment banks in the area of project finance advisory. Manuel holds a degree in Economics from University College London.

Kaspar Richter, Head of Unit Growth & Business Environment, Structural Reform Support Service, European Commission

From 2013 to 2015, he worked on product market reforms in Greece for the Directorate General of Economics and Finance of the European Commission. Prior to that, Kaspar Richter worked 13 years for the World Bank in Africa, Asia and Europe. He holds a Ph.D. in Economics and a Master's Degree in Econometrics and Mathematical Economics from the London School of Economics, and diplomas in economics and political science from the Freie Universität Berlin.

Geoffrey Saliba, B.A. Tourism (Melit.), Sustainable Development Manager, Malta Business Bureau (MBB)

Geoffrey Saliba joined the MBB team in 2011. His role is to identify EU legislative and policy areas of relevance to Malta's industry within the sustainability portfolio, and to design and implement supporting projects.
So far, Geoffrey has managed the EU LIFE+ Investing in Water Project which provided assistance to over 130 businesses and hotels to help reduce water consumption by over 141 million litres of water per year – this project has received 3 awards.
In 2015, he managed a study carried out by the MBB in collaboration with HOTREC on the potential for energy and water savings through flow rate regulation and greywater treatment.
Geoffrey is now managing the ongoing Non-SME Energy Efficiency Partnership Initiative and the Investing in Energy Project. This project is supporting medium-sized enterprises to improve their energy efficiency. The project will support Malta in meeting the EU's 2020 and 2030 energy efficiency targets.

Dominique Simonis, Head of Sector Surveillance of structural reforms, Assessment and benchmarking of national reforms, DG ECFIN, European Commission

Ms. Dominique Simonis is Head of Sector for "Surveillance of structural reforms" in the Unit "Assessment and benchmarking of national reforms" of the Commission's Directorate General for Economic and Financial Affairs (ECFIN). In this capacity, she works on macroeconomic policy and structural reforms, notably in the context of the European Semester. She is a contributor to the recent ECFIN publication "Investment in the EU Member States. An Analysis of Drivers and Barriers", Institutional Paper, 62, October 2017.
Ms. Simonis holds a PhD in Economics from the Université Libre de Bruxelles (ULB). She has taught at the Université Libre de Bruxelles and has worked as economic adviser for the Belgian Federal Planning Bureau, before joining the European Commission in 2003.

Paweł Świeboda, Deputy Head of the European Political Strategy Centre (EPSC), European Commission

The EPSC is the in-house think tank of the European Commission. Prior to joining the EPSC, Paweł was President of demosEUROPA – Centre for European Strategy, an EU policy think tank based in Warsaw, from 2006 to 2015. Earlier, he was Director of the EU Department at the Polish Ministry of Foreign Affairs in the years 2001-2006 and EU Advisor to the President of Poland from 1996 to 2000.
A graduate of the London School of Economics (BSs in Economics), and the University of London (MA in International Relations), he is a member of the Strategic Council of the European Policy Centre and a member of the European Council on Foreign Relations. In 2013/2014, he was Rapporteur of the Review of European Innovation Partnerships.

Joe Tanti, MSc (Strathclyde), Chief Executive Officer, Malta Business Bureau (MBB)

Throughout the years, Joe Tanti has gained extensive international experience having lived and worked in Switzerland, the UK and Ireland. He has also considerable expertise in several EU-funding programmes, resulting in the successful submissions and management of various projects, some of which have been nominated as best practices by the Commission.
Joe has been instrumental in developing collaboration agreements with Universities and Vocational Colleges, providing invaluable opportunities for students to gain practical and professional experience at the workplace. He represents BUSINESSEUROPE at the European Commission Working Group on the Modernisation of Higher Education, and EUROCHAMBRES at the Working Group on VET.
In the area of entrepreneurship, he has been a catalyst in the launch of ZAAR - Malta's first crowdfunding platform (www.zaar.com.mt). Joe is the Ambassador for the European Commission's Design for Europe programme in Malta (www.designforeurope.eu) which aims to promote design-led innovation in business and public services across Europe.

Maurice Thijssen, Portfolio Manager Financial Instruments, Province of Limburg

As Portfolio manager financial instruments at Province of Limburg Maurice Thijssen is responsible for monitoring of the investments portfolio of province of Limburg.
This portfolio of € 1,6 billion is very diverse and is based on several building blocks:

- investments in private companies with a public interest (e.g. Smart Services Company, Chemelot Campus, Greenport Campus, Maastricht Heath Campus);
- equity participations in investment companies (e.g. Limburg Energy Fund, LIOF, SME Loan vehicle, Chemelot Ventures Fund);
- loans and guarantees to private- and public entities for projects with a public interest;
- land- and real estate investments.

The province of Limburg is a regional governmental body in the southern part of the Netherland with 1,1 million citizens. The capital of province of Limburg is Maastricht.

Caroline Wellemans, Policy Officer in the Capital Markets Union unit, DG FISMA, European Commission

Caroline contributes to developing new policies and strategies in the field of Capital Markets Union. Her work notably includes promoting market-based finance in Europe and in particular designing legislative and non-legislative measures to revive the IPO markets for SMEs and growing companies in Europe. Since joining the Commission, Caroline worked in the central services of the Commission to contribute to improving the Commission governance structure as well as getting better results and impact from the EU budget. She also worked within the Directorate General for Competition on the enforcement of European Competition rules by controlling aid granted by Member States to banks in the context of the financial crisis as well as monitoring economic adjustment programmes in close collaboration with the International Monetary Fund and the European Central Bank. Caroline graduated from the Solvay Brussels School of Economics and Management as a business engineer with a major in finance.

Maria Teresa Zappia, Chief Investment Officer, Blue Orchard Finance

Maria Teresa has worked in the emerging markets finance sector for over 20 years. She has worked for several development banks and financial institutions (European Bank for Reconstruction and Development, Asian Development Bank, Overseas Development Institute, and OECD Development Centre) based both in the field (Africa, South East Asia, and Central Asia) and in head-office.
Before joining BlueOrchard, Maria Teresa worked as Senior Banker in the Group for Small Business which was EBRD's microfinance and SME finance team and managed a portfolio of microfinance/SME credit lines with local commercial banks and MFIs across the Balkans, Central Europe and Central Asia.
Maria Teresa joined BlueOrchard in 2008 to manage the investment team. As of 2012 Maria Teresa was appointed Chief Investment Officer and is now responsible for the top-down part of the investment process at BlueOrchard together with the Portfolio Management Team that she heads. Maria Teresa is fluent in French, English and Russian and has working knowledge of Spanish. She holds a Master of Philosophy in Development Studies from the University of Sussex (Distinction), and a Degree in Economics (BA & MA equivalent, 1st Class Honors) from the University of Florence (Italy).