EIF IN GERNANY



What is the EIF?

The EIF helps small and medium-sized enterprises (SMEs) grow and prosper in Europe, promoting innovation, supporting employment and improving the economy.

As part of the European Investment Bank (EIB) Group, we design and deploy financial instruments, which enable banks and funds (financial intermediaries) to better serve SMEs.

As a result, we attract more private capital into the SME space, we kick-start new financing markets and ecosystems, and ultimately make more financing available to SMEs across the EU and associated countries.

The EIF manages resources on behalf of the EIB, the European Commission (EC), national and regional authorities and other third parties.

The EIF is a public-private partnership whose tripartite shareholding structure includes the EIB, the EU represented by the European Commission and various public and private financial institutions including KfW Bankengruppe, Landeskreditbank Baden-Württemberg - Förderbank (L-Bank), LfA Förderbank Bayern, Nordrhein-Westfalen Bank (NRW.Bank), PROCREDIT - ProCredit Holding AG & Co. KGAA and Sächsische Aufbaubank - Förderbank (SAB).

10.1 billion€

of transactions signed across the EU and associated countries in 2018

EIF in Germany

Investing in the future of German SMEs







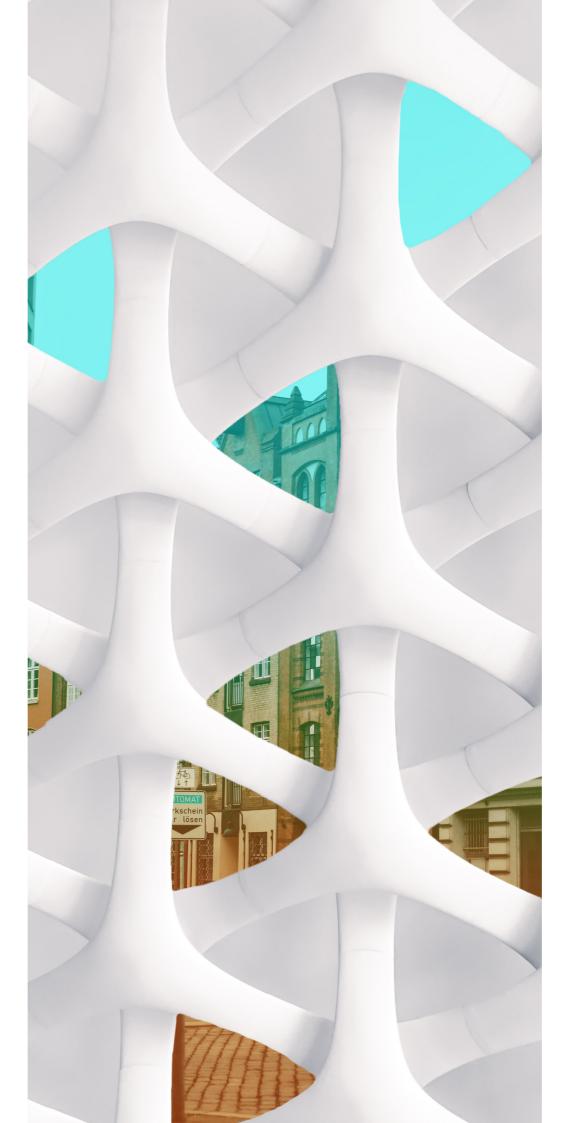


EIF and Germany: building a sustainable ecosystem together

Since our first investment in Germany more than twenty years ago, we have bolstered and supported small business growth in the country, providing over EUR 6.7bn in new SME financing to the German market, and reaching more than 106,000 SMEs.

Our support to Germany's equity financing ecosystem means that today's entrepreneurs have access to a breadth of institutional investors and business angels who are keen to work with a wide range of sectors and across the entire SME business lifecycle - from seed investments to early-stage venture and midmarket private equity.

At the same time, small businesses looking for loan financing in Germany can access more loans, on better terms, thanks to guarantees and securitisation transactions implemented by the EIF.



This scale of impact in Germany has been made possible thanks to various EU-wide programmes but also as a result of our **fruitful partnerships** with local public authorities such as the German Federal Ministry for Economic Affairs and Energy (BMWi) and the regional promotional banks LfA Förderbank Bayern and NRW. Bank.

Additional local impact has been achieved through the **EIF-NPI Equity Platform**, an initiative designed to share best market practice, enhance cooperation and support private investment. A number of key German counterparties are members, including KfW, ERP-Sondervermögen and, at a regional level L-Bank (Baden-Württemberg), LfA (Bavaria), NRW.Bank (North Rhine-Westphalia), SAB (Saxony) and WIBank (Hesse).

Together with all our partners, we have been able to **address local financing gaps** through dedicated programmes and new financial instruments, ensuring better access to finance for small business owners, upon whom the German economy depends for its innovation and job creation.

EFSI

12,449 SMEs in Germany have received financing so far under the European Fund for Strategic Investments (EFSI) SME Window. 29 transactions focusing on Germany have been approved, which have committed over EUR 974m in the country, aiming to mobilise more than EUR 6bn.

Key figures in Germany

Guarantees, securitisation and funded instruments

4hnf



committed so far

mobilised resources

Equity

committed so far

2.7bn€ 10.7bn€

mobilised resources

Microfinance and social entrepreneurship

12.5M€

committed so far



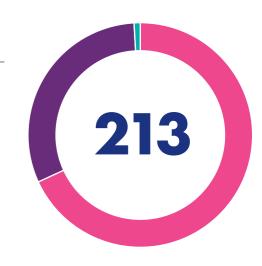
mobilised resources

Number of transactions

Guarantees, securitisation and funded instruments

Equity

Microfinance and social entrepreneurship



Figures as of January 2019

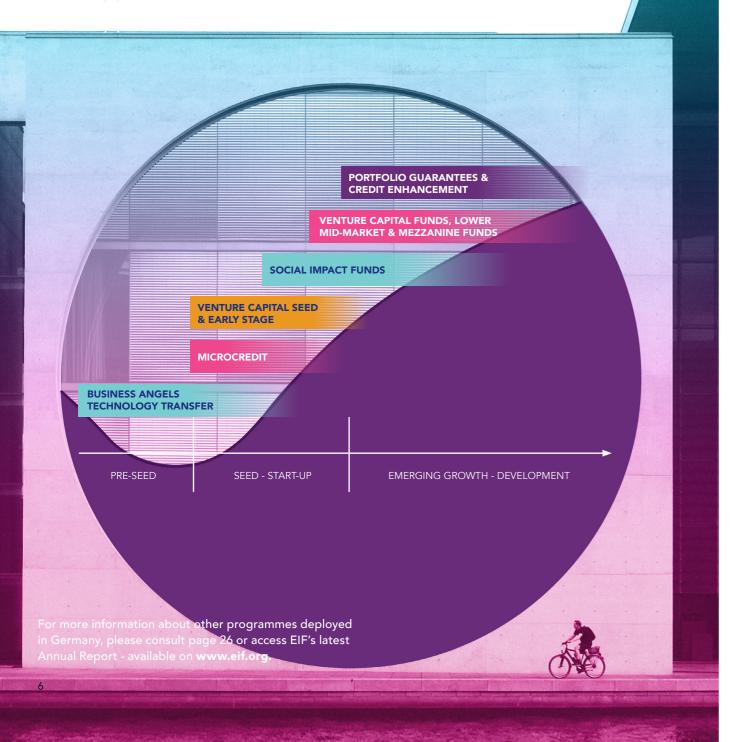
Over **6.7 billion€** committed so far in Germany, aimed at mobilising

36.7 billion€

OVER German SMEs have benefited from EIF transactions so far

Nurturing the ecosystem: helping SMEs at every stage

Entrepreneurs need financing and support at every stage of their development.



The EIF has deployed many EU instruments across Germany, focused on supporting key areas such as innovation, growth, social entrepreneurship and microfinance.

In addition, we have developed a toolbox of targeted financial instruments with our German partners that harness national and regional resources, and combine these with the commitment and expertise of the EIB Group. Below we highlight a selection of these instruments.

Supporting innovation at its roots

Research yields ideas, which is why the EIF also supports investments that take ideas out of academia and into the commercial space.

In 2018, the EIF signed the first dedicated technology transfer fund in Germany, the EUR 60m **Fraunhofer Tech Transfer Fund**, which combines the backing of 72 application-oriented Fraunhofer research institutes, helping rank the Fraunhofer Society as a whole among the top 100 innovators worldwide, with the EIF. The fund aims to support the commercialisation of deep tech innovations in areas such as advanced materials, light and surfaces, microelectronics, engineering and life sciences.

Together with two multi-generational family offices, the EIF also invested in the **Initiative for Industrial Innovators** in 2018. This initiative will encourage and enable teams to prototype and commercialise their engineering-based ideas and unlock entrepreneurial potential at its earliest stage. This initiative provides grants and pre-seed capital in the participating local ecosystems - each consisting of a family office, an innovation center and a local technological university – in order to fund up to 2,000 disruptive deep tech solutions.

Leveraging noninstitutional early stage investors: the European Angels Fund

Business angels are a valuable source of capital and advice for innovative early-stage entrepreneurs. In order to bolster their investment potential, the EIF together with BMWi and LfA Förderbank Bayern pioneered a new programme in 2012 - the **European Angels Fund (EAF)**.

The programme supports business angels by providing equity in the form of co-investment. Each business angel is granted the maximum degree of freedom under the EAF, which supports the individual's investment style while still providing significant support. Based on its success in Germany, the EAF has been expanded to other geographies across Europe where it has invested in around 90 business angels, who have built up a portfolio of more than 450 SME co-investments.

Nurturing the ecosystem: helping SMEs at every stage

Early to growth stage financing: the ERP-EIF Facility

Today, Berlin is viewed as a technology innovation hub in Europe, but this was not always the case. In fact, in the aftermath of the the dotcom crisis, fund managers in Germany struggled to find investor backing, which deprived local entrepreneurs of valuable access to finance. To address this gap, the German Federal Ministry of Economics and Technology (BMWi) and the EIF joined forces and in 2004 launched the **ERP-EIF** Facility.

Since its launch, the success of the ERP-EIF Facility speaks for itself: from an initial volume of EUR 500m in 2004, to a total investment of EUR 3.2bn, more than 80 venture capital funds have received investment with more than 645 high-tech German SMEs benefiting. Innovators such as Flixbus have received support from this targeted programme.

Not only did this initiative help reignite the German VC ecosystem, but the model of developing and deploying local mandates to address specific gaps has since been replicated at a regional level via the **LfA-EIF Facility** for Bavaria with an additional volume of EUR 200m and in other European markets.

Helping companies scale up and grow: Mezzanin Dachfonds für Deutschland

Entrepreneurs can find it hard to access growth finance – they are either too small to access traditional private equity investments or they need more flexible financing not always provided by banks. The so-called "mezzanine" or "hybrid" instruments, which sit between equity and debt, provide a targeted solution. The **Mezzanin Dachfonds für Deutschland** (MDD) I and II, are a joint initiative between the EIF and BMWi, LfA and NRW.Bank that offer alternative financing for SMEs looking to grow and scale their businesses.

MDD I, now fully invested, has supported 6 funds and backed more than 100 high growth companies, of which c. 40% are based in Germany and employ over 14,550 employees of which 8,200 in Germany. The MDD 2 is currently in deployment phase.

Supporting a functioning securitisation market to increase local lending

Via its **securitisation instruments**, the EIF provides guarantees to banks and financial institutions, allowing them to diversify their funding sources and to achieve economic and regulatory capital relief through credit transfer. This additional liquidity and/or freed up capital allows financial intermediaries to issue additional loans and leases to SMEs – hence making securitisation a key element of the EIF's strategy to improve SMEs' access to financing. Both funded and synthetic securitisation transactions have become important financial instruments in Germany and to date the EIF has signed more than 30 transactions in the country with a combined investment volume of EUR 2.4bn.

Want to know more about syntethic securitisation? Read the "Seven myths of synthetic securitisation" on EIF's Medium page:



Supporting German social entrepreneurs

Through the Social Impact Accelerator ("SIA"), a pan-European social impact investing platform of EUR 243m, the EIF takes cornerstone equity investments in social funds, which, in turn, invest to build successful social enterprises. Under SIA, a social enterprise must deliver on social impact metrics as well as financial metrics.

EIF has invested c. EUR 35.2m in three German based social impact funds: Social Venture fund II & Ananda Impact Fund III, managed by Ananda Ventures; and BonVenture III, managed by BonVenture Management. Ananda Ventures has become one of the most techsavvy impact fund managers within the EIF'S SIA portfolio, designing a strategy that builds on technology to provide impact or to accelerate impact through technology.





Deister Electronics

Deister Electronics is a German family business that develops products for the building security and automation sector, based on their own technology and under the belief that innovation must be the driving force behind their success. "In the early days we were a pure electronics company, sold products, installed them, but then we found out we were too easy to copy. That's why we had to be innovative", explains Anatoli Stobbe, CEO and co-founder of Deister.

After asking themselves what the market was missing, the company set out to develop improved digital solutions for locking systems, long-range vehicle identification, smart storage and key managing systems, among others. "Our products are mainly used to secure buildings, and what provides us a common basis for all of them is that everything is based on our own technologies", explains Nicolas, Head of Business Development and Anatoli's son.

In order to support product development for a new digital key system designed to replace the old analogue locks, with benefits to both safety and practicality thought it's wireless connections and flexible programming options, Deister turned to the banks to secure the necessary financing. It eventually found it in the Deutsche Bank, backed by an EIF guarantee, but not before some difficulty. "We had a hard time finding financing", explains Nicolas. "The EU financial guarantee really made it possible for us." This financing was used in everything involved with launching a new product, including expanding the team and thus creating jobs. "It financed the product's introduction to the market from A to Z", says Nicolas.

With nearly 40 years of experience in the electronics market and recognized expertise in security automation, Deister Electronics plans to continue its long-term growth, built upon the continuous investment in product innovation.





Location Barsinghausen



Sector

Electronics

Instrument

InnovFin SMEG

Purpose

Product development, introduction

Watch the story



www.deister.com

Flixbus

As one of Europe's fastest growing start-ups, Flixbus has been changing the way millions of people travel. In parallel to the deregulation of the German transportation market and the end of the rail's monopoly in early 2013, FlixBus was founded by three young entrepreneurs in Munich.

FlixBus is a combination of a tech-startup, an e-commerce platform and a transportation company committed to revolutionise the mobility market, establishing Europe's largest intercity bus network in the shortest amount of time.

Its distinctive green long distance buses have been used by more than 60 million passengers since inception, ensuring close to 100 000 daily connections to 1 000 destinations in 20 countries. Across Europe, a FlixBus is departing nearly every 30 minutes, offering a convenient, affordable and safe travel alternative to passengers of all age groups. FlixBus' competitive market advantage lies in its asset-light business model. The company works with a large network of independent bus partners who operate the routes and ensure the bus connections between the various destinations while FlixBus focuses on route and capacity planning, quality management, sales and marketing.

In addition, FlixBus owes its success to the superior user experience powered by a strong IT infrastructure. The company's website and mobile application offer easy booking and reservation management solutions including paperless travel and delay notifications.

The pricing mechanism is dynamic, similarly to the data-driven technology also used by airlines. These elements make Flixbus' offer unique in terms of quality, comfort and service on the European mobility market.

EIF has supported FlixBus since the launch of its very first bus routes through its cornerstone investments in Holtzbrinck Ventures V and UnternehmerTUM-Fonds, the first institutional funds investing in Flixbus.

The financing provided by funds backed by EIF has helped sustain FlixBus' strong growth that eventually led to the takeover of MeinFernbus. de, another large mobility provider on the German market. At the time of EIF's investment, Holtzbrinck V was the first institutional fund raised by the previously captive team of the Holtzbrinck Publishing Group, whereas UnternehmerTUM-Fonds was a first time fund set up in close cooperation between EIF and UnternehmerTUM.

EIF's commitment in both funds has been made in the framework of the European Recovery Programme (ERP) mandate of the German Ministry of Economic Affairs and Energy (BMWi), which has had a significant contribution to the fundraising efforts of both teams.

More recently, thanks to its 2016 vintage Holtzbrinck Ventures Co-Investment Fund backed by the ERP Co-Investment Growth Facility, Holtzbrinck has been able to continue supporting FlixBus also on subsequent growth financing rounds alongside top-tier global investors like General Atlantic and Silverlake.

Since long-distance bus transportation is still a relatively nascent market in most parts of Europe, FlixBus expects a continued expansion in terms of both passenger volumes and number of destinations, including most recently Austria, Croatia, Italy, France and the Nordic countries.



Location Munich



Sector

Transports

Instrument

ERP-EIF Facility

Purpose

Product development, introduction

www.global.flixbus.com

GreenCom Networks

Dr. Christian Feisst is a visionary who thinks that to stop innovation to save money is like stopping the clock to save time. Some years ago, Feisst observed market trends and realised two things: Firstly, people want to be in control; second, digital media offers users a chance to take control over a wide range of things.

Since utility companies Christian worked for didn't want to embrace digitalisation, he decided to set up his own business, GreenCom Networks, in 2011. There, he developed an Internet-of-Things (IoT) platform that enables utility companies to digitalise their services and control distributed energy devices like solar PV, battery storages, heat pumps or electric vehicles. Together, utilities and GreenCom empower end customers to shape their energy supply according to their needs and interests.

"Every day, one can control more and more services with a phone app. The same is happening in the utility sector. The market is pushing for individualised energy solutions that adapt to each household," says Feisst. "Think of controlling electricity or heating through your smartphone. You could adjust heating once you're on your way home or have all energy flows in your house optimized by a smart algorithm knowing your everyday routines. This would reduce your bills and electricity consumption."

Many utility companies are reluctant to take this on board, though. "Before, they had total control. They managed supply, demand and the prices. With digitalisation and distributed assets, it is consumers who decide the when and the how by owning and controlling their own generation assets. We have completely changed their business model," explains Feisst, "But there is no escape. This is the world that we're heading into and it's important that utility companies fasten their seatbelt and lead the way before other companies do it. With access to big data and a long-standing customer relationship, utilities have a strong advantage to discover a way to provide products and services that better serve the customer's needs and interests."

"However, as an increasing number of energy products can be digitalised, we have to find a way of integrating a larger and more diverse number of distributed devices," says Feisst. Thanks to an important investment from SET Ventures, a venture capital firm supported by the EIF under the EU's Investment Plan for Europe, GreenCom Networks were able to develop new applications and products and significantly increase the number of implemented devices and manufacturers, hiring 13 new employees in the process. "With the investment from SET Ventures, we were able to expand to new regions like south-west Europe" he adds.





Location Munich



Sector

ICT, energy

Instrument

InnovFin Equity, EFSI, DVI, COSME EFG

Purpose

Product development

Employees

40

13 job creation

17

www.greencom-networks.com

Infarm

"Our food travels approximately 1,500km through 28 pairs of hands before it reaches our plate, wasting enormous amounts of energy. One third of this food is spoiled in the process before it even reaches our plate," says Martin Weber, CFO of Infarm, a Berlinbased company founded in 2013.

So what can be done to reduce this environmental impact in a world that requires more and more food? Infarm proposes an approach whereby at least part of what we eat is grown as close as possible to the consumer, cutting out unnecessary energy waste for transportation and refrigeration, while reducing the need for pesticides and fertilisers.

In particular, Infarm has developed intelligent hardware and software solutions that allow for 'vertical farming' of leafy greens, herbs, lettuces and microgreens. Infarm runs highly modular indoor farming units that can be stacked in places like supermarkets, restaurants or warehouses. Each unit is fitted with sensors that monitor no fewer than 50,000 data points throughout a plant's growth cycle. "This information is relayed to the cloud, processed and we are then able to remotely adjust

parameters like temperature, humidity, water and lighting in order to optimise the farming conditions, ensuring efficient and natural farming," explains Martin.

However, the technology behind this type of urban farming is complex and expensive, requiring substantial investments in R&D. In its early stages (2016), Infarm received an EU grant with which they were able to develop the product and move to the proof of concept stage. "The EU grant was extremely important because it also acted as a form of accreditation," Martin adds, "It signaled that we had a promising product worth investing in." Shortly afterwards, Infarm secured significant equity investments from two major venture capital firms, Cherry Ventures and Balderton Capital, both backed by the EIF under the EU's Investment Plan for Europe. "This helped us advance the product and scale-up, securing important clients. We hired close to 150 people in the process. At the beginning obviously things were tight. We could only offer minimum wage. But now we're able to pay proper salaries. We're already in Paris and will soon be in Zurich, London, Amsterdam and the USA."





Location Berlin



www.infarm.de

Sector

Agriculture

Instrument

ERP-EIF Facility, EFSI, EIB Group

Purpose

Scale-up

Employees

200

150 job creation

Watch the story



Inkitt

"Every author should have an equal chance to succeed, from a teenager writing her first novel, to established authors like J.K. Rowling. We want to be the fairest and most objective publisher in the world" says Ali Albazaz, CEO of Inkitt.

Inkitt is the world's first reader-powered book publisher that uses an algorithm to predict future bestsellers. It offers a platform where authors can post their work, readers can read them for free, and the best performers are offered a publishing deal. The key is in Inkitt's proprietary algorithm that analyses reading behaviour of its users, predicting the potential of novels.

"Inkitt is where data meets creativity," Ali adds. It started as a hobby, initially offering writers access to objective feedback, but as interest boomed, it quickly turned into a community and then a business. "We believe that when picking books for publishing, data-driven objective decisions are better than relying on subjective opinions," he explains. With 70,000 authors on the platform and more than 1 million readers every month, it's clear that this opinion is shared by others as well. "Lots of great authors got rejected many times before their best-seller was published. And publishers will

often prefer the safe choice of an established author rather than taking a risk with a debutant. We want to give first-time authors a fair chance too."

Inkitt is constantly fine-tuning the software, exploring reading patterns, looking at new ways to analyse behaviour and improving their predictions. That said, with 46 of the 50 books they published in 2017 making the top-100 list on Amazon-US, they're not doing too badly right now either.

In late 2016, Inkitt received an equity investment from Frontline Ventures, a venture capital firm backed by the EIF, under the Investment Plan for Europe. This allowed Ali to grow his team and develop the product further. In fact, the team has more than doubled in the space of two years to 25 employees.

Despite being based in Berlin, only three team members are German, having attracted talent from all over the world to this exciting project. "In a few years' time, when you open the New York Times' best seller list, a majority of those books will be from debutant authors who wouldn't have had a chance to get published if it wasn't for Inkitt. That's where we want to be" Ali explains with confidence.



In a few years' time, when you open the New York Times' best seller list, a majority of those books will be from debutant authors who wouldn't have had a chance to get published if it wasn't for Inkitt. 99



Location Berlin



Sector

ICT

Instrumen

InnovFin Equity, EFSI, European Angels Fund

Purpose

Product development

Employees

25

www.inkitt.com

Sonnen

As the energy sector faces the evolving realities of economy, technology and the environment, new approaches to the industry emerge to offer innovative solutions. One company out to face the challenge of ensuring clean and affordable energy for everyone is sonnen GMBH.

The sonnenBatterie is their lithium-based energy storage system that enables the storage and optimization of self-generated solar power and the creation of an interconnected energy community where members can share their energy with each other, working towards true energy autonomy for residents. At the same time, the sonnenApp allows close monitoring, analysis and control of energy usage and production at the level of the household. Steffen Schneider, Chief Financial Officer, explains that "One of the limitations of solar energy has been that the periods of peak energy usage do not coincide with the hours of peak sunshine. With sonnenBatterie it is possible to bridge that gap and make the energy available for later use or even sell the surplus to the grid."

The company aims to decentralize both energy creation and storage and create a connected digital environment where all customers across countries can have access to the combined capacity of the sonnen community at a more affordable price than traditional energy providers.

"Our goal is a world in which everyone is able to cover their energy needs with decentralised and clean energy source. Everyone can connect with each other to share energy where and when it's needed" claims sonnen CEO Christoph Ostermann. Founded in 2010 in Wildpoldsried, a world-renown renewable energy village, sonnen has already grown to be world's largest manufacturer of rechargeable energy storage systems and one of its fastest growing companies. But getting started was a challenge: "At that point in our development, with no profit to show, getting a loan was close to impossible" Steffen explains.

However, with an equity investment from SET Ventures, a fund backed by the EIF, sonnen was able to access the financing they needed for working capital, to expand sales and to invest in developing the next generation of the product. Today, the company employs around 400 persons. "The investment definitely had a real impact in terms of job creation. Without it, the company would have been much smaller or most likely never even have taken off" Steffen concludes.

René Savelsberg, CEO of SET Ventures, particularly appreciated the disruptive potential of the business: "We saw in sonnen the new utility of the future, an innovative way of transitioning to de-centralised and clean energy production plus affordable use of electricity – that's what attracted us."





Location Wildpoldsried



Sector

Renewable energy

Instrumen

ERP-EIF Facility, LfA-EIF Facility, COSME EFG

Purpose

Working capital, sales expansion and product development

Employees

400

www.sonnengroup.com

VIOLAS' Gewürze & Delikatessen

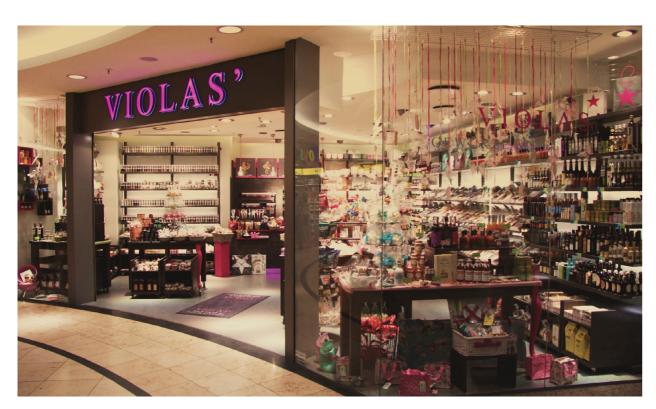
It was on their way back from vacation that Caroline Weinert and her husband literally stumbled onto VIOLAS' gourmet food store in Hamburg, Germany. Caroline immediately fell in love with its concept, the wide range of products available and the attractive design: "I had been looking to take over a food business for years – I am such a passionate cook! When I discovered the concept of VIOLAS', it immediately appealed to me. I asked right away if I could speak with the person in charge of this gourmet food store to discuss whether or not it would be possible to open a franchise in Cologne."

Almost unbelievable, but true: one week later, Caroline and her husband found themselves again in Hamburg, negotiating the terms for the opening of a new franchise in Cologne where the couple lives. Their franchise store would bring the total amount of VIOLAS' gourmet food stores to 14.

Caroline, who had previously worked as a trained banking professional, had put her career on hold

for several years to take care of her two daughters. However, as her children grew and became more independent, Caroline sensed it was time to start working again. She made the decision to start her own business. Opening a franchise was therefore ideal, and also meant less economic risk. Thanks to an EU-guaranteed loan provided through the German KfW Banking Group and backed by EIF, Caroline was able to obtain a loan in order to set up the franchise business. Her loan was made possible by the Investment Plan for Europe, which aims to generate new investments through the support of small and medium-sized enterprises.

Today, Caroline finds herself working with a seven member team. She remains amazed by the number of clients, the majority female, who visit her gourmet food store and tell her how much they adore VIOLAS' 13 other German stores: "Every day I meet customers who know VIOLAS from Hamburg and thank me for having opened a franchise here in Cologne."





Location Köln



Sector

Food

Instrument

COSME LGF, EFSI

Purpose

To set up the business

Employees



www.violas.de

Programmes deployed by the EIF in Germany

The EIF has deployed capital in Germany under a wide range of programmes and mandates in addition to those highlighted on pages 7-9. Here are the details of further EIF initiatives:

LfA-EIF Facility

EIF manages the LfA-EIF Facility, funded by LfA Förderbank Bayern, EIF, LfA Förderbank Bayern, EIB and other EU resources (COSME, InnovFin). The LfA-EIF Facility invests in VC funds and co-invests with selected business angels in Bavaria. The facility covers all technology areas (ICT, life sciences, energy, emerging and converging technologies). Since its inception in May 2009, the LfA-EIF Facility has committed more than EUR 150m in some 31 VC funds and with seven business angels.

COSME

COSME is the EU programme for the Competitiveness of Enterprises and SMEs. It facilitates access to finance for SMEs, promotes competitiveness and encourages an environment favourable to entrepreneurs. Set up in 2014 by the European Commission with a budget of EUR 2.3bn, COSME is deployed by the EIF through loan guarantee facilities (COSME LGF) and equity investments (COSME Equity Facility for Growth or EFG).

InnovFin

InnovFin aims to facilitate and accelerate access to finance for innovative businesses and other innovative entities in Europe. It covers both debt and equity financing. The InnovFin SME Guarantee (SMEG) offers a 50% uncapped guarantee or counter guarantee to financial intermediaries to allow them to provide debt financing on more favourable terms to innovative SMEs and small mid-caps.

InnovFin Equity provides equity investments and co-investments to or alongside funds focusing on companies in their pre-seed, seed and start-up phases operating in innovative sectors.

EFSI

The European Fund for Strategic Investments (EFSI) was launched in July 2015 as a joint initiative of the EU and the EIB Group. EFSI is the financial pillar of the EU's Investment Plan for Europe and has two components: the Infrastructure and Innovation Window managed by the EIB and the SME Window implemented by the EIF.

EREM

The EIB Group Risk Enhancement Mandate (EREM) is used to underpin an array of financial instruments deployed by the EIF, including the ABS Credit Enhancement Initiative, which focuses on providing increased cover for mezzanine tranches of SME securitisation transactions, the Social Impact Accelerator Initiative, the Loan Funds Instrument, the SME Initiative and the Cooperative Banks and Smaller Institutions (CBSI) window rolled out in late 2016.

Programmes

To find out more, please visit **www.eif.org**