



European Bank
for Reconstruction and Development

Investment and Business Opportunities for the Finland's Private Sector with the EBRD (special focus on Ukraine)

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Confederation of Finnish Industries, Helsinki
11 April 2024



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- **Finland and the EBRD: Long-term partners**
- **Current Opportunities for Finnish companies**
- **EBRD in Ukraine & case studies**
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EBRD Shareholding



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for Reconstruction and Development

Established

1991

The EBRD is owned by

72 countries

from five continents, as well as the European Union and the European Investment Bank. These shareholders have each made a capital contribution, which forms our core funding.

Capital base

€30 billion*

*The governors of the EBRD have approved a resolution in November 2023 to increase the Bank's paid-in capital by €4 billion, bringing its capital base to €34 billion. The capital increase will take effect on 31 December 2024

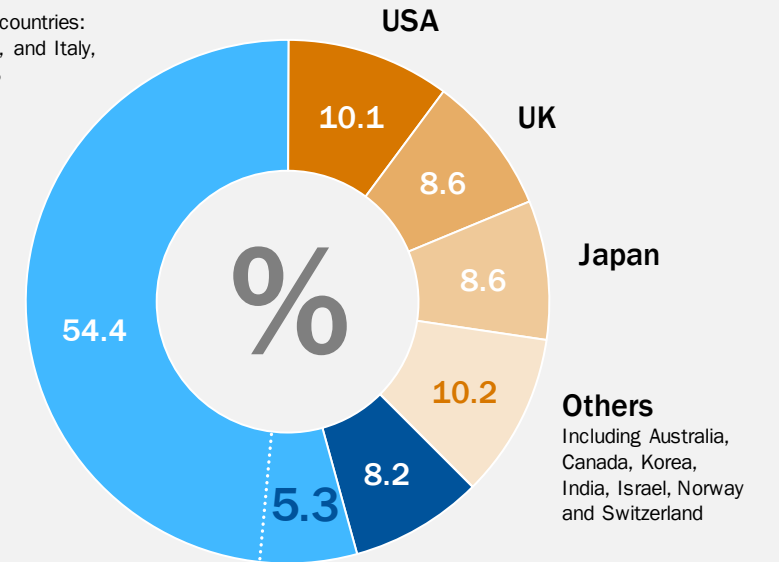
Triple-A rating

from all three main rating agencies (S&P, Moody's and Fitch)

EU27 countries

Includes European Union and European Investment Bank (EIB) each at 3%.

Among other EU countries: France, Germany, and Italy, each holds 8.6%



EBRD recipient countries

Who are members of the EU

EBRD recipient countries

Not members of the EU*

As at January 2024

For a full list of the shareholding of the EBRD visit: www.ebrd.com/shareholders

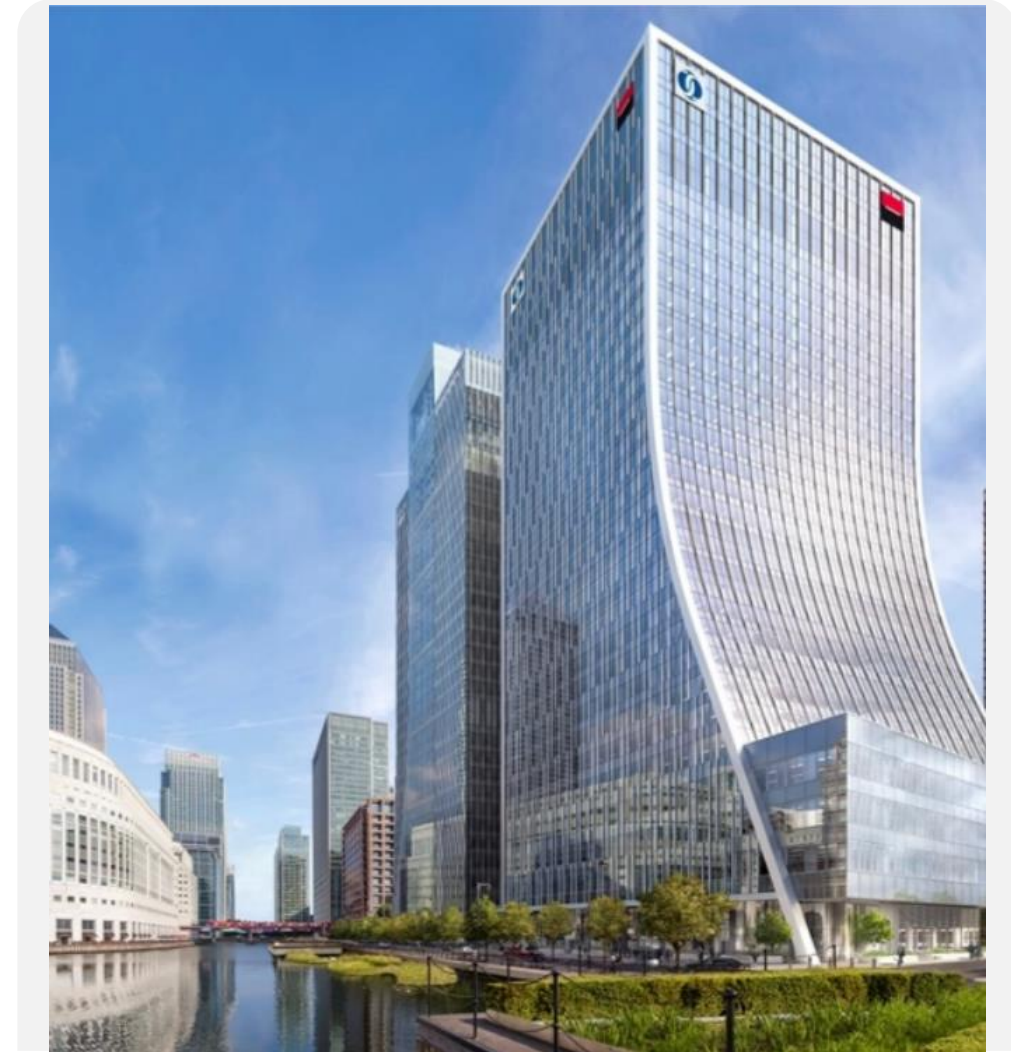
*The EBRD has excluded the Russian Federation and Belarus from receiving funding for projects or technical cooperation, following the invasion of Ukraine.

EBRD in 2023



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- EBRD delivered a record €13.1 billion in investments across its economies in 2023.
- **Green** economy financing amounted to 50% of the Bank's total investment volume in 2023, totalling a record of more than €6.5 billion, while the share of gender-tagged projects came in at 44%.
- The EBRD remains Ukraine's largest institutional investor and has increased its support following the Russian invasion, having deployed a record €2.1 billion of financing in Ukraine this year.
- The Bank welcomed Iraq as its latest member in 2023 and approved applications by Benin and Côte d'Ivoire to become members.



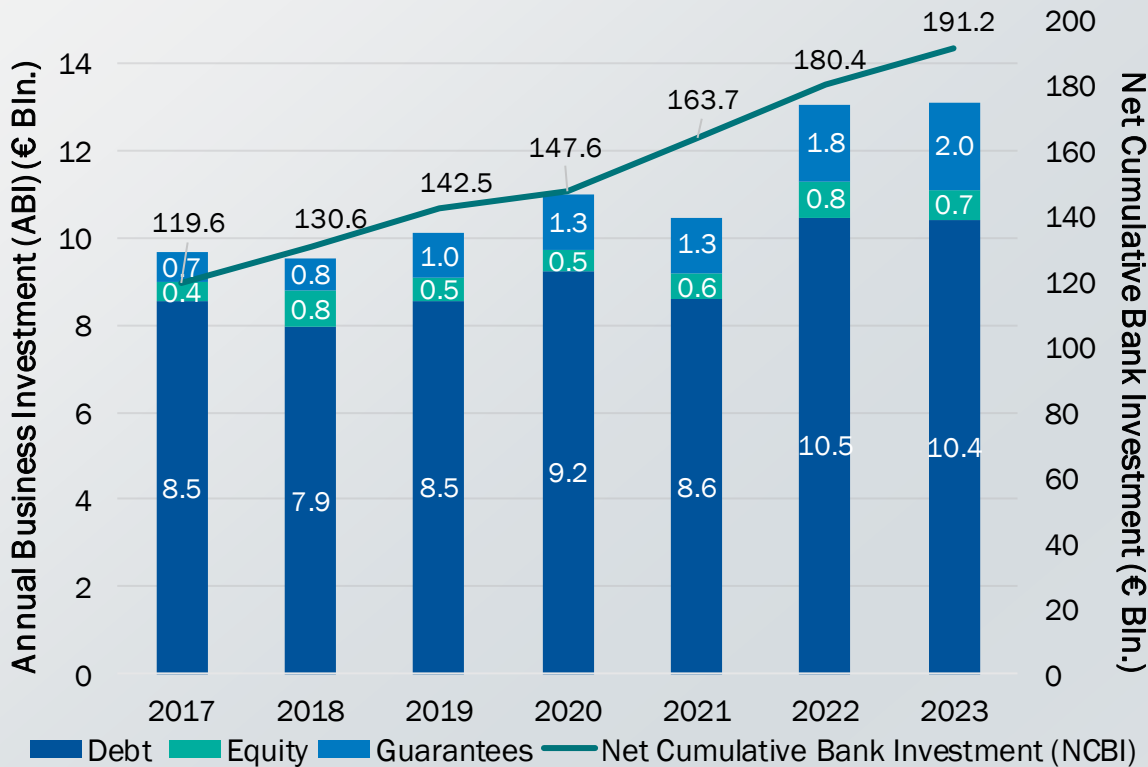
About EBRD

Largest investor in the region



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Since 1991, EBRD invested over €191.2 billion in more than 6,964 projects (as of Dec. 2023)



Private sector share of cumulative investment
79%

FY 2023:
Debt **80%**
Equity **5%**
Guarantee **15%**

EBRD Top 10 investee countries in 2023 (€ Mln.)

1	Türkiye	2,480
2	Ukraine	1,419
3	Poland	1,301
4	Egypt	1,261
5	Serbia	846
6	Uzbekistan	702
7	Romania	658
8	Greece	519
9	Morocco	391
10	Croatia	306

Central Europe and the Baltic states

- 01 Croatia
- 02 Czech Republic
- 03 Estonia
- 04 Hungary
- 05 Latvia
- 06 Lithuania
- 07 Poland
- 08 Slovak Republic
- 09 Slovenia

Where we are

* The EBRD has excluded the Russian Federation and Belarus from receiving funding for projects or technical cooperation, following the invasion of Ukraine.

Southern and eastern Mediterranean

- 30 Egypt
- 31 Jordan
- 32 Lebanon
- 33 Morocco
- 34 Tunisia
- 35 West Bank and Gaza

South-eastern Europe

- 10 Albania
- 11 Bosnia and Herzegovina
- 12 Bulgaria
- 13 Kosovo
- 14 Montenegro
- 15 North Macedonia
- 16 Romania
- 17 Serbia

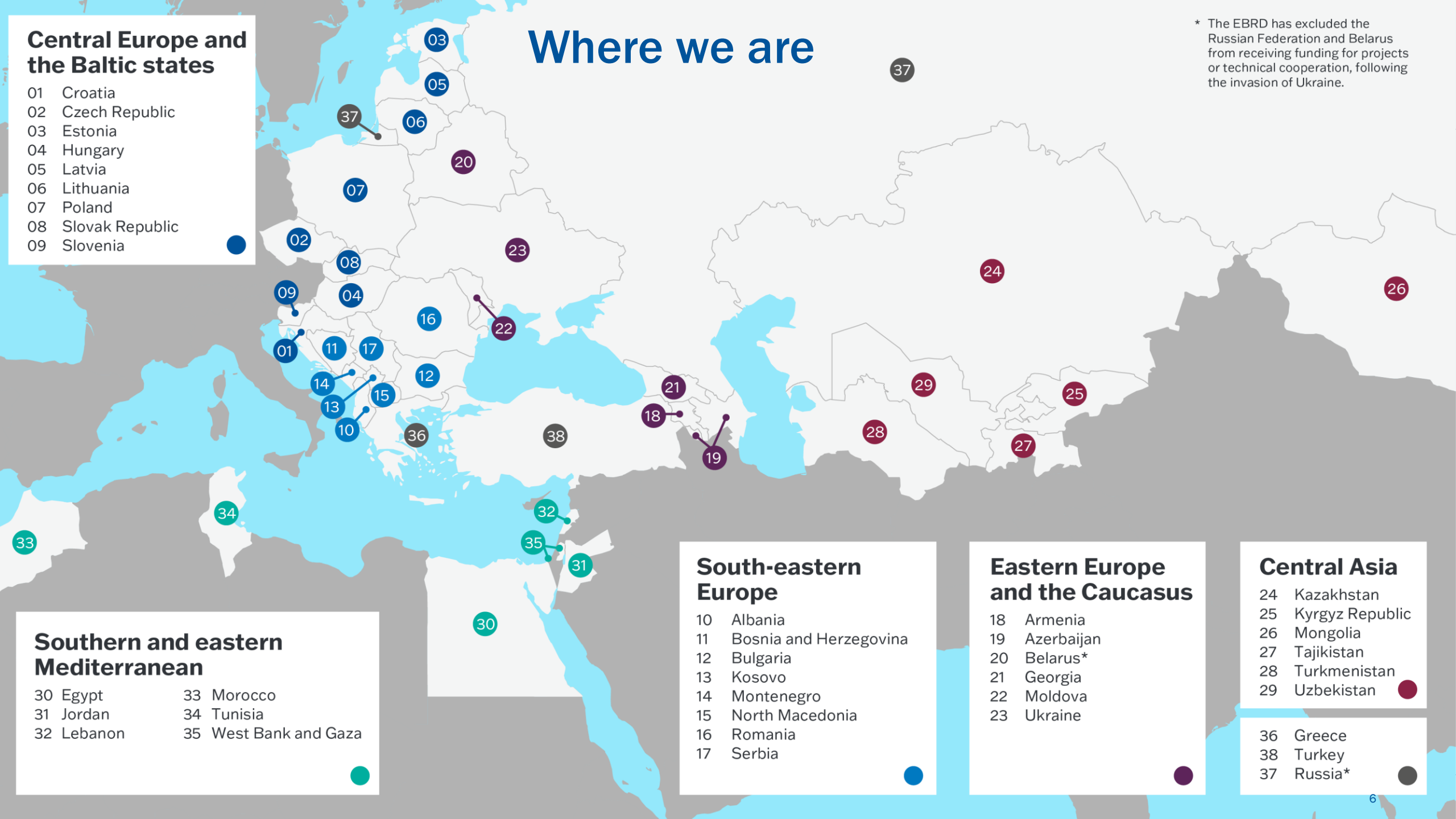
Eastern Europe and the Caucasus

- 18 Armenia
- 19 Azerbaijan
- 20 Belarus*
- 21 Georgia
- 22 Moldova
- 23 Ukraine

Central Asia

- 24 Kazakhstan
- 25 Kyrgyz Republic
- 26 Mongolia
- 27 Tajikistan
- 28 Turkmenistan
- 29 Uzbekistan

- 36 Greece
- 37 Russia*
- 38 Turkey



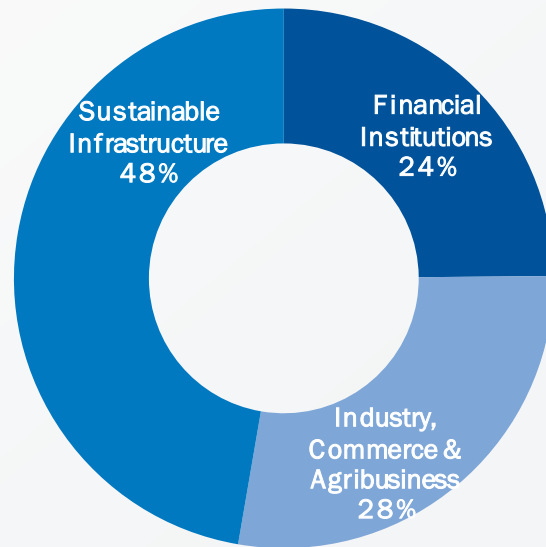
Portfolio distribution by sector and region



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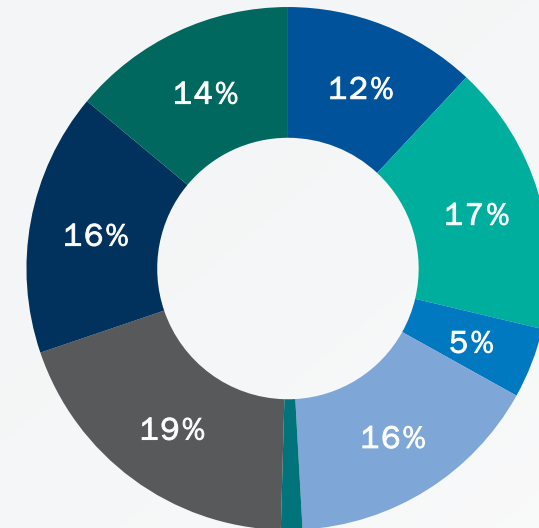
EBRD Portfolio (as of end of December 2023): €55.878 billion

Sector



- Financial Institutions
- Industry, Commerce & Agribusiness
- Sustainable Infrastructure

Region



- Central Asia
- Cyprus and Greece
- South-Eastern Europe
- Central Europe
- Eastern Europe & Caucasus
- South-Eastern Mediterranean
- Turkey

*The remaining 1% = Russia



Finland and the EBRD: Long-term partners



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Finland-EBRD: An overview of cooperation



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Institutional relationships:

- Finland is a founding member of the EBRD
- Donor co-Financing
 - Since 1992, Finland has contributed over €130 million in donor funds
- Areas of interest
 - Central Asia, the Caucasus and SEMED.
 - Environment, Energy Efficiency and Infrastructure.
- Recent initiatives
 - Active donor of the Crisis Response Fund, launched in 2022, with a dedicated focus on Ukraine.
 - EBRD Small Business Impact Fund for SME support activities in Ukraine and countries affected by the war.
 - Sustainable Infra Structure Fund
 - High Impact Partnership for Climate Action (HIPCA)

Recent Investments and Trade Facilitation Programme:

- Taaleri Energia
 - Long-standing cooperation between EBRD and Taaleri
 - Taaleri Energia is the largest Finnish wind power operator, with a significant portfolio of renewable energy.
- Metso Outotec
 - Metso is a Finnish mining, recycling and metal refining company.
 - EBRD and Citibank are jointly supporting the rollout of a Sustainable Supply Chain Finance (SSCF) programme for Finnish technology and services company Metso Outotec targeting selected suppliers of Metso based in Türkiye.

Trade Facilitation Programme

- Since 1999, total trade supported for Finnish exporters is **€194 million**.
- 6 banks in Finland confirm and support trade across our countries of operations; Nordea Bank, OP Corporate Bank, DANSKE BANK, SEB AB - Skandinaviska Enskilda Banken AB, Svenska Handelsbanken and CREDIT AGRICOLE CIB.

Current Opportunities for Finnish companies to work with the EBRD



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- **Project Finance**

The EBRD with its wide range of financial instruments and regional market knowledge supports international investors in almost 40 economies where it is active.



- **Procurement**

The EBRD provides opportunities for suppliers, contractors and consultants worldwide.



- **Trade Facilitation Programme**

The Bank promotes foreign trade to, from and within the EBRD regions and offers a range of products to facilitate this trade including guarantees and trade-related cash advances.



Visit our website: <https://www.ebrd.com/work-with-us.html>



Local knowledge, risk mitigation, market leadership

- ➔ **Strong local presence** with 50 resident offices in 36 economies
- ➔ **Political leverage** with a unique mandate and shareholder structure
- ➔ **Supports legal and regulatory improvements** to facilitate private investments
- ➔ **Capacity building** for clients with low-cost technical assistance in project preparation and implementation
- ➔ **Debt finance** with innovative products and longer tenors
- ➔ **Equity finance** supporting strategic investors, and through equity funds
- ➔ **Environmental finance** mitigating risks, unlocking energy and resource efficiency gains
- ➔ **Local-currency finance** to help mitigate currency risks
- ➔ **Co-financing and syndication program** including as lender of record

Exact terms depend on specific needs and market conditions

	Debt	Equity	Guarantees
Typical size	€5 –250 mln (average € 25 mln)		Typically €50 k – €50 mln
Maturity	Typically 5-7 years Up to 20 years (in case of infrastructure investments)	Typically from 3-7 years	5 month to 3 years
Currency/terms	Major foreign currencies or local currency; floating/fixed		
Approach	Corporate loans Project Finance	Minority stake (max. 35%)	Trade Facilitation Programme with banks
Structures	<ul style="list-style-type: none"> • Senior, subordinated, convertible loans or bonds • Project Finance 	<ul style="list-style-type: none"> • Pure or “structured” equity 	<ul style="list-style-type: none"> • Trade finance guarantees & cash advances
Applications	<ul style="list-style-type: none"> • Capex for expansion/modernisation, including resource efficiency improvements • Ownership change: acquisition, consolidation, privatisation • PPPs • Working capital 		<ul style="list-style-type: none"> • Guarantee of issuing banks in countries of operations in favour of confirming banks in the rest of the world

What we finance

Projects may be considered for EBRD assistance if they:

- Are located in a country where the EBRD operates
- Have good prospects of being profitable
- Have significant equity contributions in cash or in kind from the project sponsor
- Would benefit the local economy
- Satisfy the EBRD's environmental standards as well as those of the host country

What we don't finance

- Defence-related activities
- Tobacco industry
- Substances banned by international law
- Stand-alone gambling facilities.
- In addition, we may not finance certain products or processes due to their environmentally harmful nature or if adverse impact cannot be adequately mitigated.

Procurement: Opportunities



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SMART (PODD, Bank-contracted corporate procurement and consultancy services)

- Registration in SMART:
<https://www.ebrd.com/smart-registration.pdf>
- Managing Supplier Profile in SMART:
<https://www.ebrd.com/smart-profile.pdf>
- Accessing and Participating in RfX Events:
<https://www.ebrd.com/rfx-events.pdf>

ECEPP (PPAD, Client-contracted goods, works, services, and consultancy services)

- EBRD Client e-Procurement Platform (Video):
<https://www.ebrd.com/ecepp-e-procurement-platform.html> .

The screenshot shows the 'PUBLIC BID SITE' interface. It features a navigation bar with 'Help', 'Login', and 'Register' options. Below the navigation bar, there are two tabs: 'ACTIVE EVENTS (17)' and 'CLOSED EVENTS (239)'. The main content area displays a list of procurement events, each with a circular icon, a title, and contact information. The events listed include:

- Regional: Corporate Climate Governance Client Support Facility - Component 3 - Register of Experts
- PR 011901 - STEG ELMED Power Interconnector - Lender's Monitor (Technical and Procurement)
- PR 012034 Jordan - Green Hydrogen Common Infrastructure Development
- PUR2401/39 - Pre-qualification Questionnaire (PQQ) for System Integrator
- PR 011738 Ukraine: MEREZHA Online Platform - Product Pivot, Marketing, Maintenance and Support
- PR 012188: Egypt: Tanmeyah Green Agribusiness Loan TC - Facility Consultant

The screenshot shows the 'ECEPP' (EBRD Client e-Procurement Platform) interface. It features a navigation bar with 'Login / Register' and a menu icon. Below the navigation bar, there is a large banner image of a dam. The main content area is titled 'Procurement Notices' and includes a search bar with a 'Search' button. Below the search bar, there are three main navigation buttons: 'Participant Registration', 'Procurement Notices', and 'Help'. At the bottom of the page, there is a footer with the following text:

The ECEPP portal allows clients of the European Bank for Reconstruction and Development (EBRD) to conduct electronic project procurement for goods, works and consultancy contracts for public sector projects financed in whole or in part by EBRD (including EBRD administered grants), in accordance with the EBRD's Procurement Policies and Rules.

Procurement in Ukraine during wartime



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- Risk assessment (increased risks, new risks, uninsurable risks, logistical disruptions)
 - Procurement of Goods mainly (tender and contract conditions adjusted accordingly)
 - Procurement of Works – where possible, subject to special assessment
 - Market consultations – to ensure current market conditions and capabilities are captured (in particular for complex equipment with long lead times)
 - *Notices to be published on EBRD website - <https://www.ebrd.com/work-with-us/procurement/notices.html>*
- Open tendering is still a default method, but more flexible approach in general:
 - Shorter tendering times, flexible tender conditions (e.g. no tender security)
 - More advantageous contract conditions (e.g. larger advance payments, flexible delivery terms (Ukrainian border))
 - Direct Contracting where justified
 - Possibility of financing reconditioned/'second hand' equipment (subject to compatibility, mandatory pre-shipment inspections etc.)

Planned procurement listings in Ukraine 2024 - 2025



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- ✓ Biomass fuelled CHP in Zhytomyr and Ternopil
- ✓ Project Procurement and Implementation Support for Ukrhydroenergo
- ✓ 4 Hydropower generation units and 2 gantry cranes
- ✓ Works supervision engineer (FIDIC Engineer) for M-09 road construction in Western Ukraine, approx. 60km
- ✓ Metro trainsets in Kharkiv (tender issued) and Kyiv
- ✓ Railways locomotives (jointly with the World Bank)



How the Trade Facilitation Programme (TFP) works



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The programme promotes foreign trade to, from and within the EBRD regions and offers a range of products to facilitate this by taking on the risks of partner banks in the EBRD regions

Facilitates financing of all stages of the trade chain



EBRD supports trade by providing:



Cover risks arising from trade finance transactions



To banks in the economies where the EBRD invests for trade finance purposes



To banks/ factoring companies for factoring activities

TFP Case Study (Ukraine – Agriculture)



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In 2023, a Finnish fertilizer producer based in Helsinki exported its products to a Ukrainian distributor in Kyiv. Due to the prevailing circumstances in the region, an LC issued by Raiffeisen Bank AVAL could not be confirmed on a Clean-basis by a Finnish bank.

The EBRD TFP issued its guarantee to safeguard the Finnish Confirming bank, enabling the confirmation of the LC in Finland.



EBRD in Ukraine



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The story so far



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Number of projects*

574

Cumulative EBRD investment*

€19,549 million

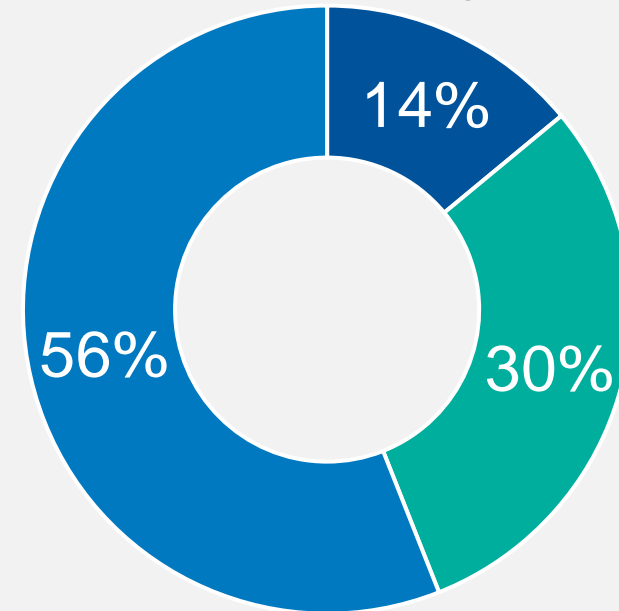
Current portfolio*

€5,074 million

The EBRD is the largest
institutional investor in Ukraine

*as of February 2024

Current EBRD portfolio



- Financial institutions
- Industry, commerce and agribusiness
- Sustainable infrastructure



Our activities in Ukraine
Read more: www.ebrd.com/ukraine

The EBRD and the war on Ukraine



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We confirm our unwavering support for Ukraine at this critical moment in its history

- We have deployed **€4 billion** over February 2022 – 2024, to help keep the country's businesses and economy functioning
- The EBRD Governors approved a capital increase of **€4 billion** to enable the Bank's sustained investments and support for Ukraine into the future
- We will do all we can to help with recovery and reconstruction.

In April 2022, the EBRD Board of Governors decided to suspend Russia and Belarus' access to Bank resources. The EBRD has now closed its offices in Moscow and Minsk. Russia and Belarus remain shareholders of the Bank.

Key Areas of Focus



Trade Finance



Energy Security



Vital Infrastructure



Food Security



Private Sector Resilience

Our continuing support for Ukraine



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Financing deployed 2022-2024*
(February)

€4 billion

Donor support mobilised since 2022

Over €1.6 billion

Mobilised financing from partner
institutions since 2022

€739 million

* Including grants and turnover of the Trade Facilitation Programme

- EBRD is the first multilateral development bank (MDB) to have taken Ukrainian risk on its own balance sheet since the war began
- We combine investments with active policy engagement and technical assistance, by promoting corporate governance, strengthening public administration through our Ukraine Reforms Architecture Programme and other policy initiatives.
- EBRD plays an active role in various multi-donor multi-stakeholder coordination networks and platforms.



Ukraine's economy
Investment in the real economy and the role of the EBRD
Watch: www.youtube.com/watch?v=VybzORZt3QQ

EBRD complementarity with other IFIs



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EBRD support is complementary to other IFIs. Complementarity of efforts during the reconstruction phase will continue to be critical to maximise recovery by combining different strengths of Ukraine's partners.

- Amongst MDB partners the sharpest division of labour is between those who provide **budget support** and those which provide **financing to real economy** such as the EBRD.
- The EBRD's position in Ukraine now and in the future is shaped by its institutional characteristics and strategic orientation, notably through **promoting reform in public and private sector, investing in the real economy and catalysing domestic and international private sector investment.**
- Working in concert also strengthens the capability of institutions to act as a system, **pursuing a combined policy agenda and driving reforms.**
- The EBRD distinctiveness comes not only through what it does, but also how it does it. For example, **EBRD's speed of response and agility** has allowed the Bank to enter first into areas – such as with Naftogaz and Ukrenergo, leading the initial IFI effort and opening opportunities for others.

EBRD in Ukraine: Policy initiatives



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The Bank's investment activities are complemented by our active policy engagement and support to reforms in the following areas:

- Support building institutional capacity and facilitate convergence with EU standards;
- Promote privatisation and commercialisation of state-owned enterprises (SOEs), anti-corruption and transparency;
- Support the development of a climate/environmental finance strategy and alignment with the EU- climate acquis;
- Supporting financial / capital market development, including alignment of Ukraine's capital markets legal and regulatory framework with EU standards,
- Enhancing government and public entity capacity to provide vital digital services to businesses and individuals, as well as supporting private sector companies;
- Human capital, livelihoods and building back inclusively;
- Advisory to Ukrainian small and medium-sized enterprises.

Key instruments deployed for efficient outreach of private sector in Ukraine



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Direct bilateral financing by EBRD

- **Approach:** bilateral financing by EBRD under English law
- **Recipients:** mid- and large-corporate clients; targeted loan sizes above **€10 million**
- **Key criteria:** satisfactory due diligence by EBRD, quarterly IFRS reporting, etc.

EBRD financing via Risk Sharing Facilities

- **Approach:** joint underwriting by PFIs and EBRD, whereas loans, governed by local law, are covered by 40-60% EBRD guarantee on a deal-by-deal basis
- **Recipients:** SMEs and mid-market clients; targeted loan sizes between **€2 million** and **€15 million**
- **Key criteria:** satisfactory due diligence by PFIs and EBRD

Portfolio Risk Sharing

- **Approach:** financing underwritten by Partner Financial Institutions (PFIs), being supported by EBRD funding or risk participation at portfolio level with 50% cover
- **Recipients:** mainly MSMEs and SMEs; loan sizes between **€50 thousand** and **€3 million**
- **Key criteria:** existing and new performing PFI clients

Tailored loan structures

- EBRD has flexibility to provide financing solutions across the capital structure
- Tailored approach to structuring (matching long investment horizons, PIK loans, parallel & syndicated loans, etc.)
- Regional cross-country financing facilities

Greenfield projects

- Deep sector expertise and local knowledge to engage in greenfield financing projects with experienced sponsors
- Can be structured as limited/full recourse, performance linked pricing, and flexible repayment options

Acquisition/JV Financing

- Debt or equity financing to support acquisitions, post-acquisition investments
- EBRD's minority stake and financial investor status – potential good fit in JVs or investments with multiple investors
- Risk mitigation for political, social and environmental factors and providing reputational comfort

EBRD “add-ons”

- Ability to mobilise donor financing for a number of different technical assistance and support areas
- Wide range of support - supplier/farmer training programmes, sustainability audits, innovation, etc.

EBRD recent track record in FI sector of Ukraine



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The financial sector has stood up strong against extreme challenges of the war and continued uninterrupted servicing of the economy.

The EBRD has enabled c. **€1.8 billion** of new private sector financing since 2022 via:

EUR 833m of new loans supported by risk sharing instruments (guarantees)

- **9 Partner Financial Institutions (“PFIs”)** engaged with broad deployment potential; 5 new PFIs joined in 2023 / at least 2-3 new PFIs are expected to join in 2024
- **50%** of new loans in agriculture and other critical sectors for food security

EUR 964 million of trade finance

Enabling **import of critically important goods**, equipment and machinery, as well as **exports of agricultural goods and services**



Case studies: Energy Security and Vital Infrastructure



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National grid operator - Ukrenergo

Since 2022 the EBRD has provided a financing package of nearly €700 million to Ukrenergo supported by donors.

The primary focus included emergency liquidity financing to cover critical operational expenditures to safeguard the stable functioning of the Ukrainian electricity grid as well as make emergency repairs of damaged equipment caused by heavy bombings of civilian power infrastructure.



Ukraine Railways

Flexible donors support allowed the EBRD to sign a €150 million liquidity loan to the national rail transport operator in Ukraine soon after the start of the invasion. This enabled the company to continue evacuating people out of the conflict areas and to maintain goods delivery and supply lines.

It was followed by an emergency loan of €200 million that helped Ukrzaliznytsya's operations and upgrade of railway links with the EU.



Supporting urban mobility

In 2023 the EBRD mobilised a financing package of €15 million in support of modernising the trolleybus network in the city of Khmelnytskyi.

An EBRD loan of €10.6 million, backed with first-loss risk cover provided by the US, is complemented with an EU NIP co-financing grant of €2.75 million and a US funded grant of €1.7 million. The project takes place under the flagship Green Cities Programme.



Key municipal services

Support to municipalities has been a crucial lifeline to sustain basic public services, since the start of the war.

The EBRD supported municipalities of Dnipro and Lviv cities with emergency liquidity loans for the total of €50 million, guaranteed by €25 million of CRSF funds, allocated from the US contribution.

Case studies: Industry, Commerce and Agribusiness



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Supporting food production

The EBRD provided a US\$30 million loan to Astarta, a leading Ukrainian agri-holding group and long-standing Bank client, to modernize production and biogas facilities while introducing climate smart processes.

US\$9 million of the loan is funded on concessional terms from the Clean Technology Fund, while the Netherlands provided first-loss risk cover to the EBRD.

Not only has this financing contributed to food security for Ukraine and the region, but it has also supported the livelihoods of nearly 7,000 Astarta workers and supply chain partners.



With the Bank's private sector mandate, the EBRD has been unique among international institutions in extending continued support to private businesses affected by the war, which required funding to continue their operations.

Through providing short-term and long-term support to the private sector, EBRD financing ensured resilience of its corporate clients and preservation of jobs and livelihood of people in regions these companies operate in.



Pharmaceutical producer

The EBRD made available a €20 million loan facility to a leading Ukrainian pharmaceutical manufacturer affected by a missile strike on their warehouse facilities.

The facility, backed by the EU Guarantee, supported working capital needs including payment of salaries, purchase of raw materials and transportation of finished goods.



Registration will open in February.

For information and updates visit:
www.ebrd.com/am



Yerevan
2024



European Bank
for Reconstruction and Development

Delivering Impact Together

EBRD 2024 Annual Meeting & Business Forum

14 – 16 May | Yerevan, Armenia



Contacts



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Annex Case studies



EBRD committed an investment into Taaleri Solarwind III, a fund raised by Taaleri Energia which will make equity investments in utility-scale renewable energy projects – including onshore wind farms, photovoltaic solar parks and energy storage projects. The Bank’s investment in the fund will be channelled exclusively to investments in greenfield renewable energy projects across the EBRD’s investee economies.

Key Facts

- **Client:** Taaleri Energia is a Finland-based fund manager that invests in the development of wind and solar energy projects across Europe and the United States. They are the largest wind power producer in Finland, with a 10 percent market share.
- **Project Size:** EUR 600 million.
- **EBRD Finance:** Equity fund investment of up to EUR 100 million.
- **Co-Financiers:** European Investment Fund and other institutional investors.
- **Structure:** Equity investment
- **Capacity:** Up to 800 MW of new renewable energy in the Baltics, Poland and South-Eastern Europe.

...what they said

“The EBRD is an anchor investor in both the Taaleri SolarWind II and Taaleri SolarWind III funds... as one of the most experienced renewable energy debt and equity investors in the region, is a valued partner... These funds invest approximately 50% of their capital in the Baltic states, Poland and south-eastern Europe.”

Kai Rintala, Managing Director of Taaleri Energia



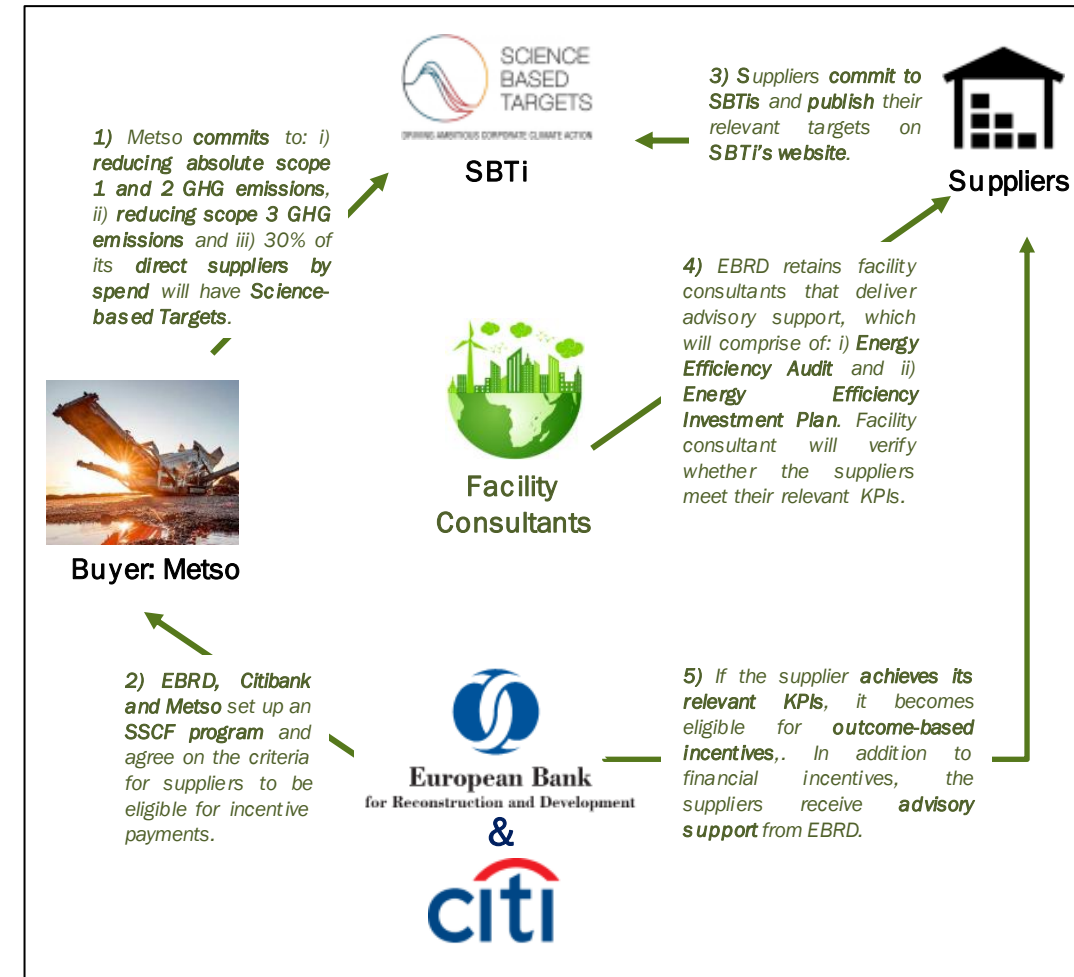
Supply Chain Finance: Metso



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- EBRD and Citibank are jointly supporting the rollout of a SSCF programme for Finnish technology and services company **Metso Outotec** (“Metso”) targeting selected suppliers of Metso based in Türkiye.
- Donor funding from **Turkey-EBRD Cooperation Fund**, supported by the **Turkish Ministry of Treasury and Finance**, will be used to provide financial incentives for suppliers that meet tangible and verifiable emission reduction KPIs.
- The Project aims to benefit eligible suppliers, who are mostly SMEs, by:
 - ✓ helping them access **more recurrent and affordable financing**;
 - ✓ supporting their implementation of **emissions-related KPIs** that address and mitigate the risks of **climate change** through a **result-based incentive mechanism**; and
 - ✓ supporting their alignment with Metso’s sustainability targets through technical assistance availed through the EBRD’s **Advice for Small Businesses** programme. Technical assistance comprises a baseline assessment (**Energy Efficiency Audit**) and road map (part of an **Energy Efficiency Investment Plan**).
- EBRD & Citi’s SSCF program has been recognized by **Adam Smith Awards** as **Best Sustainable Treasury Solution of the Year**.



TFP Case Study (Kazakhstan – Industrial Equipment)



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Workboats manufactured in Finland were exported to Kazakhstan. To defer payment for the duration of its asset conversion period, an importer in Kazakhstan sought the issuance of an LC from a local Kazakh bank and requested its confirmation by a bank in Finland, the home country of the exporter.

Due to the substantial transaction size and extended payment period, the Finnish confirming bank required collateral, which was provided through a guarantee from the EBRD TFP.



Green Cities in Ukraine



7 Ukrainian Green Cities:

GCAP was adopted by the City in December 2020.

Lviv

Khmelnyskyi

Green City Action Plan (GCAP) development started in March 2021, however the assignment was put on hold in February 2022. The assignment was restarted in July 2022, completed in December 2022 and adopted by the City in May 2023. The follow-up Khmelnytskyi Trolleybus Project was signed in April 2023

Kyiv

GCAP was adopted by the City in May 2023.

Kharkiv

Kryvyi Rih

Dnipro

Mariupol

GCAP completed & adopted

GCAP on-hold

