EUROPAFI : THE EUROSYSTEM IN HOUSE PAPER MILL

Implemented in 1923 in Vic-le-Comte, close to Clermont-Ferrand in the Auvergne-Rhône-Alpes region, the paper mill of Bank of France has been transferred to a separate legal entity in October 2015. Set-up as an independent subsidiary and named Europafi, it takes the form of a simplified joint-stock company under French law. In the course of 2017, Banque de France together with Banca d'Italia, Oesterreichische National Bank, Banco de Portugal and Central Bank of Ireland has decided to transform Europafi in an in-house subsidiary. The aforementioned central banks having a banknote printing works became shareholders of Europafi.

The setting-up of an in-house paper mill has been decided to reinforce the public pillar within the Eurosystem. Europafi brings numerous advantages to its shareholders: free access to the full technical knowledge and expertise on banknote paper and related products, the regularity and reliability of paper procurement, the transparency in production costs and provisioning at price conditions competitive with the market. The paper know-how and the integration of security features play an important role in the validation of new features. Europafi has already proven to be a very valuable asset for the Eurosystem, in carrying out, as the Eurosystem paper test centre, trials, quality checks and supply of ad-hoc paper batches.

In order to take advantage of the features of an in-house legal entity, Europafi had to fulfill certain conditions of the Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement. In particular, the central banks had to exercise jointly a control over Europafi which is similar to the one they exercise over their own departments. As a consequence, it was decided that Banca d'Italia, Oesterreichische Banknoten und Sicherheitsdruck Gmbh on behalf of Oesterreichische National Bank, the Central Bank of Ireland and Banco de Portugal would be closely involved, together with the Banque de France, in the decision-making bodies of Europafi. In addition to the General Meeting of Shareholders, the governance relies on the Strategic Committee that makes the main decisions relating to the management of Europafi. The legal construction has been defined with a lot of care and complies with the principle of a private investor in a market economy as defined by the European law.

As a consequence of this legal construction, the in-house NCBs are enabled to directly award banknote paper production contracts to Europafi without public tender procedure. This is the so-called in-house exemption from public procurement law which was introduced by the Court of Justice of the European Union in the Teckal case and subsequent judgments. The system of in-house provisioning brings tangible economic benefits to Europafi shareholders for their security paper supplies which include competitive prices.
From an industrial point of view, a modernisation plan was launched in 2015 with the objective to double the annual production of banknote paper (i.e. around 5,000 tons per year). After two years of heavy construction works, the paper mill has been completely modernised: a new building was erected, the different workshops have been refurbished, new vaults were built and new industrial equipment were installed, notably a new cross-cutter, a new mould cover automated machine and a new paper machine. In line with the timetable defined several years ago, the new paper machine went live in the last quarter of 2017, making concrete a major achievement of the in-house group of central banks. After one year in operation, Europafi has delivered banknote paper to all of its shareholders and has reached its cruise speed.