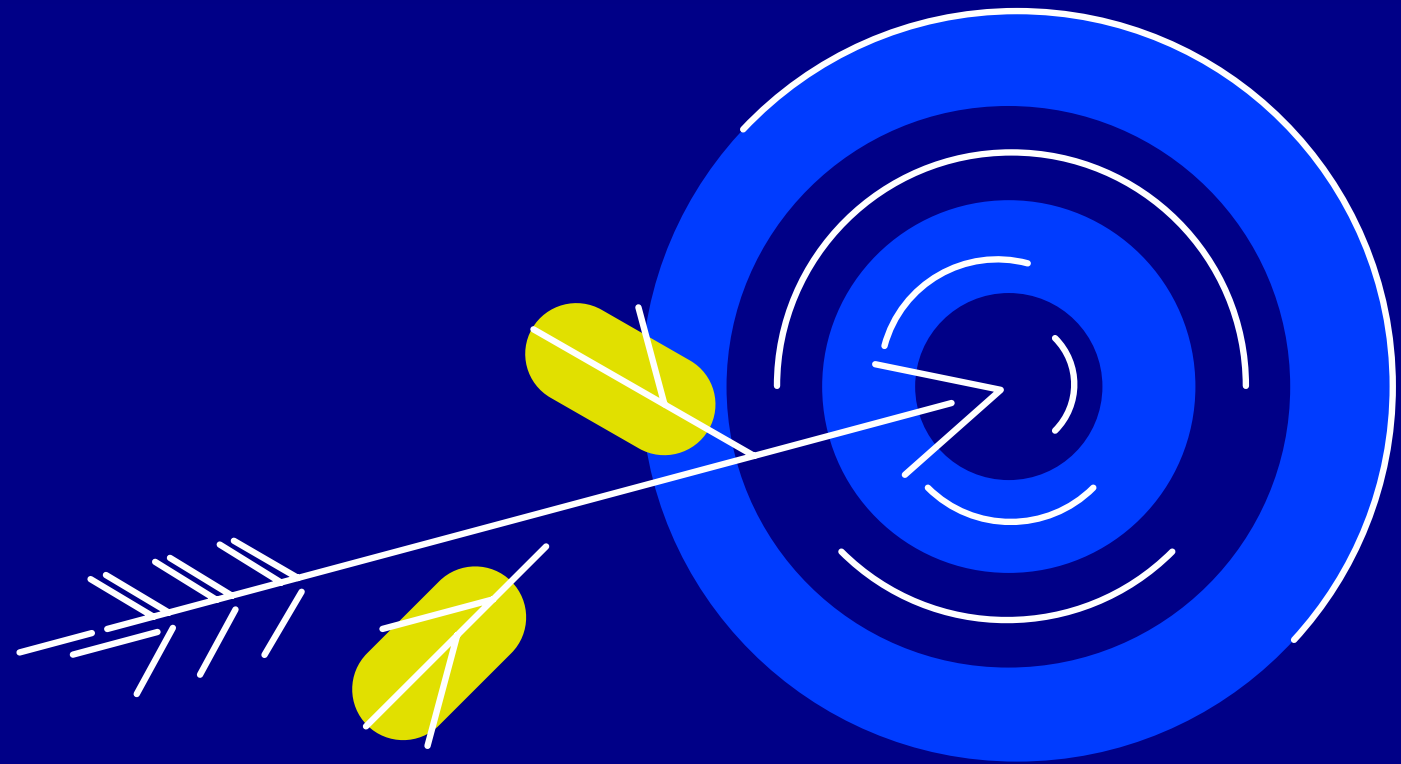


ILO perspective



08.04.2025

EE - Industrial return (2021-2024)

EE	Industrial Return (kCHF)	Coefficient
2021 (31.12)	82	0.44
2022 (31.08)*	334*	0.78*
2022 (08.12)*	433*	1.17*
2022 (31.12)	378	1.51
2023 (19.04)*	100*	0.62*
2023 (16.09)*	548*	1.53*
2023 (19.12)*	575*	1.49*
2023 (31.12)	564	2.16
2024 (14.05)*	230*	0.71*
2024 (12.06)*	422*	1.21*
2024 (27.11)*	963*	2.24*
2024 (31.12)	440	1.34

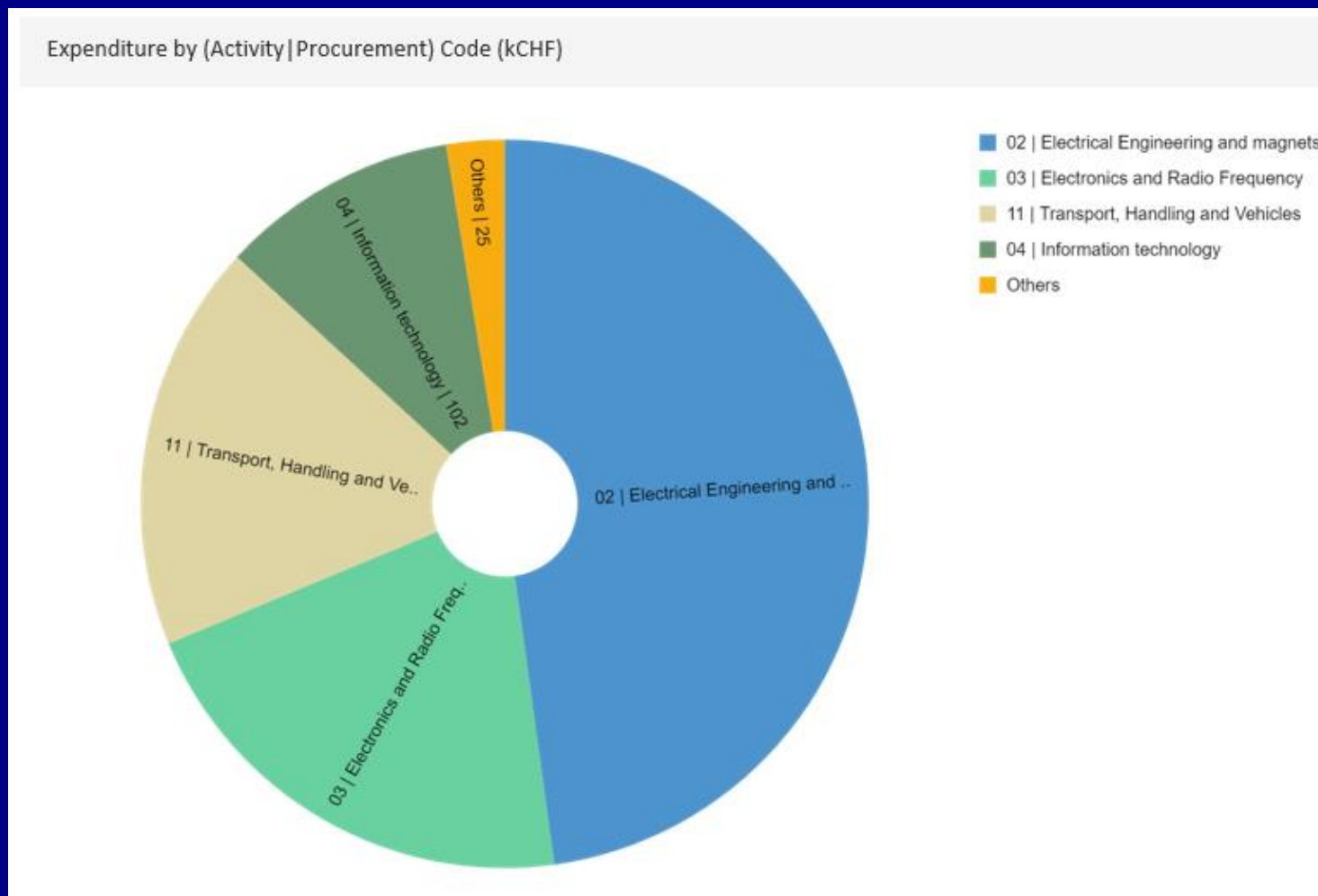
*Provisional until the end of the year

EE - Industrial return (27.11.2024 interim)

Expenditures (Estonia, kCHF)		
Year	Supplies	Services
2021	78	–
2022	370	–
2023	564	–
2024*	963	–

Expenditures (All countries totals, kCHF)		
Year	Supplies	Services
2019	261 375	167 528
2020	207 407	131 216
2021	206 717	133 358
2022	226 311	127 469
2023	236 125	134 661
2024*	318 811	145 688

* Provisional numbers



In 2024 effectively five 100+ kCHF contracts provided the entire industrial return
Five different companies, none dominant

EE - Some takeaways

As an Associate Member State with a tiny membership fee, return limit is a perpetual risk:

- large contracts are unreachable
- In the second half of the year, 100-200 kCHF contracts begin to pose a problem too
- Our experience – personnel return grew steadily every year

Companies are easy to motivate, IF:

- Approach targeted for particular companies – ILO must know what companies to match to what procurement
- Company has good previous experience
- Expectations set right in advance (delays etc)
- Personal contact with CERN is arranged – procurement/technical personnel visits to countries etc.

LV - background

- Latvia – Associate Member State since August 2021
- Membership fee 1.1 MCHF/a
- CERN ILO position within the LIAA
- Position based in Geneva with Latvia's Permanent Mission to the UN
- Working on UN procurements, as well as ITER/F4E
- 45 companies in Supplier Database today

Key Figures (2024 YTD):

Industrial Return Coefficient: 0.68

- **13** new Latvian companies added to the CERN supplier's database
- **11** Latvian company representatives visited CERN
- **57** companies consulted about CERN collaboration opportunities
- Main product categories in procurement: Mechanical engineering and IT
- Constrained on participating in procurements, focusing on R&D projects



LV-activities

Events in 2025:

6/02 *Online webinar within INGOs project «How to do business with CERN»* Informative event with parallel sessions for Estonia/Finland, Sweden, and Latvia led by respective Industrial Liaison Officers from CERN (ILOs).

Upcoming:

6/05 *Thematic Industry Day – Industrial Cooling & Ventilation Systems*. Focus on forthcoming projects and how cooling and ventilation systems are managed at CERN.

15-16/05 *Deep Tech Atlier in Riga*. Masterclass by Dr. Pablo Garcia Tello (CERN's Ideasquare) «*Transformative Innovation: How Does It Happen for Real?*» to offer deep tech startups a look at how CERN tackles grand challenges through innovation.