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(José Stone de Medeiros Tavares)
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April 2014

April 2014
Message from the President

The publication of this report about the Foundation’s activities during the course of 2013 coincides with two fundamental moments in Portugal’s recent history, which, because of their importance, should cause us to reflect seriously upon our future both individually and collectively. On the one hand, there was the celebration of the 40th anniversary of the revolution of 25 April 1974, a foundational moment in our democracy, whose signs of freedom and liberation from the longest dictatorship in Western Europe helped to build the legitimate expectation of Portugal becoming a modern state integrated into a plural Europe founded on principles of solidarity. On the other hand, we also reached the end of the programme of financial assistance afforded to our country, which had begun in 2011 and had imposed so many restraints on our economic and social policy.

Thus, in 2014, just as had happened in 1974, Portugal was once again given the opportunity to correct its endogenous difficulties at the same time as it asserted its position in Europe alongside those other nations with which it shares the same essential values of equality and solidarity. Despite the uncertain times that we continue to live in, our desire continues to be the creation of conditions that will permit a more open vision of Europe, one that favours economic growth and internal cohesion, without ever overlooking the specific problems that afflict the so-called peripheral countries.

We cannot, however, ignore the fact that, despite the different internal circumstances that exist within each of the Member States, the European Union is currently living through its most serious crisis yet and simultaneously witnessing the progressive alienation of its citizens. The Europe of Nations calls for more solidarity, more legitimacy and more Europe. The viability of the European social model, as well as the alarming levels reached by youth unemployment and long-term unemployment, are central questions that are determining the future of our continent. It is hoped that the forthcoming European Parliamentary Elections will enable us to contribute to strengthening the leading role played by the only institution to be directly elected by its citizens, leading to a convergence of the dual legitimacy of the European project that is to be found both in the citizens and in the States themselves.

As civil society organisations, foundations are called upon to perform an ever more active role in the development of the societies to which they belong, and it is their duty to be able to mobilise the other social actors, whose collective performance ultimately depends upon the success of their intervention. For this reason, at such a dramatic time for our country, the Calouste Gulbenkian Foundation continued to honour its commitments towards Portugal, without ever abandoning its international responsibilities.

More than ever before, it is the duty of the Calouste Gulbenkian Foundation to play a proactive role within civil society, above all protecting its most vulnerable groups, promoting the adoption of effective and innovative solutions. A democratic society necessitates a more inclusive community.

The role of the State and the organisation of the public sector also merit the full attention of civil society, whose organisations must use their influence and their power to mobilise other forces, motivating the academic world to produce the knowledge needed to ensure that the policymakers adopt more sustainable strategies and more desirable processes.
The control of public expenditure and the redimensioning of the State are fundamental concerns that therefore have to be seen within the context of our model of social development, based on the principles of justice and social cohesion. The social contract must give special privilege to ensuring solidarity among everyone, and we must all be called upon to make our contribution to a fairer and more egalitarian society, in keeping with a logic that seeks to safeguard justice both between generations and in terms of employment.

Trust and hope are two essential pillars for the good functioning of any democratic society, and we cannot allow either of them to be missing, lest we endanger the very idea that we have of democracy and society.

During 2013, the Foundation continued to honour the legacy of its Founder, taking full advantage of its central structures, which are endowed with highly-skilled collaborators of unsurpassable professional dedication. With the publication of this report, those who benefit from the Foundation’s activity will be able to assess our performance and the impact of our intervention, as well as to contextualise the reasons that justify our doing precisely what we do.

The Calouste Gulbenkian Foundation enjoys a privileged field of action, which both enables it to take risks and to think ahead in the long term, a situation that brings with it added responsibility. We regard this responsibility that we have as an incentive to do more, in an ever more professional and transparent manner. I hope that the reading of this report will help people to recognise the dedication and motivation that the Calouste Gulbenkian Foundation devotes to those who justify our existence.

ARTUR SANTOS SILVA

APRIL 2014
LA SAVEUR DE LUNE
LA BELLE AU BOIS DORMANT
REVAIT DES MALADRESSES
ET LA LUNE TENAIT SA BEAUTE ENDORMIE
Office of the President

The Office of the President is a technical and administrative structure that supports the President of the Board of Trustees with the following duties: monitoring and implementing projects that are part of the presidential remit; supporting the institutional representation and participation of the Foundation in organisations in the foundation sector; offering legal assistance for the Foundation’s operations; and, lastly, guaranteeing the technical and administrative management of internal and external requests made to the president.
Activities

Grants
The Office of the President is responsible for managing the grants awarded by the President, as part of the Direct Administration Reserve, which mostly take the form of subsidies awarded to other institutions and projects. Since 2012, due to the closure of the International Department, the Office has also become responsible for awarding grants for initiatives and participation in multilateral organisations.

The Office of the President awarded a total of €60,000 in voluntary funds to support the activities of other philanthropic organisations, which consisted of €50,000 for the European Foundation Centre and €10,000 for the Portuguese Foundation Centre.

Under the scope of the Direct Administration Reserve, which is divided among the Foundation’s four statutory areas, the Office of the President directly awarded a total of €393,704 in subsidies and scholarships, as well as a total of €78,250 for projects co-funded by other Foundation departments. Some of the most important awards were:

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Amount</th>
<th>Initiative / Project</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associação Portuguesa de Bancos</td>
<td>€30 000</td>
<td>Portugal Economy Probe project</td>
<td>Portugal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multi-year grant worth €90,000 over 3 years: €30,000 in 2012, 2013 and 2014</td>
<td></td>
</tr>
<tr>
<td>Comissão Episcopal da Cultura, Bens Culturais e Comunicações Sociais</td>
<td>€25 000</td>
<td>Support for the inventorying of the historical and artistic heritage of the Portuguese dioceses</td>
<td>Portugal</td>
</tr>
<tr>
<td>Museu da Presidência da República</td>
<td>€10 000</td>
<td>Exhibition in homage to Maria Keil</td>
<td>Portugal</td>
</tr>
<tr>
<td>Europa Nostra</td>
<td>€10 000</td>
<td>Support for activities</td>
<td>Belgium</td>
</tr>
</tbody>
</table>

As part of the support provided for “Participation in Multilateral Organisations and Initiatives”, a total of €220,590 was awarded in grants for projects, which included the following in 2013:

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Amount</th>
<th>Initiative / Project</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Migration Policy Institute</td>
<td>€65 700</td>
<td>Transatlantic Council on Migrations</td>
<td>USA</td>
</tr>
<tr>
<td>Notre Europe</td>
<td>€60 000</td>
<td>Gulbenkian – Notre Europe Cooperation Protocol</td>
<td>Belgium</td>
</tr>
<tr>
<td>ACNUR</td>
<td>€50 000</td>
<td>Support for Syrian refugees</td>
<td>Syria</td>
</tr>
<tr>
<td>Network of European Foundations</td>
<td>€50 000</td>
<td>New Pact for Europe</td>
<td>Belgium</td>
</tr>
<tr>
<td>Network of European Foundations</td>
<td>€25 000</td>
<td>Tunisia Joint Fund</td>
<td>Tunisia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multi-year grant worth €50,000 (two years: 2012 and 2013)</td>
<td></td>
</tr>
</tbody>
</table>
Prizes

**Calouste Gulbenkian Prize**

The Calouste Gulbenkian Prize (worth €250,000) is awarded to a Portuguese or foreign institution or person, distinguished for their international role in defending the core values of the human condition, particularly respect for difference and diversity, the culture of tolerance and the preservation of the environment in mankind’s relationship with nature.

The final decision regarding the award of the prize is taken by the Foundation’s Board of Trustees, based on a proposal made by the panel, which is chaired by Jorge Sampaio. The other members of the current panel of judges for the Calouste Gulbenkian Prize are Vartan Gregorian (Carnegie Corporation, USA), Paul Brest (Hewlett Foundation, USA), Pedro Pires (ex-President of the Republic of Cape Verde), Her Royal Highness Princess Rym Ali of Jordan (founder of the Jordan Media Institute), António Nóvoa (Rector of the University of Lisbon) and Mónica Bettencourt-Dias (researcher at the Gulbenkian Institute of Science), who joined this panel in April 2013, replacing Miguel Poiares Maduro, who had been appointed Minister for Regional Development.

The Office of the President organised the reception and management of the award nominations, as well as giving support to the panel of judges. In 2013, 70 Gulbenkian Prize nominations were received, and the Prize was eventually awarded to the Library of Alexandria and its director Ismail Serageldin. In the words of the panel of judges, “the Library of Alexandria is unique, in the sense that it represents a great Egyptian library with an international dimension, whose mission is to serve as a centre of learning, tolerance, dialogue and understanding between cultures and peoples, as well as a leading institution in the digital era.”

**Barenboim in dialogue with Jorge Sampaio**

The conductor and pianist Daniel Barenboim, who together with the Palestinian philosopher Edward Said created the West-Eastern Divan Orchestra, came to the Gulbenkian Foundation on 29 July 2013 to talk about the experience of the last few years that he has spent at the head of this orchestra, which joins together Israelis, Palestinians and musicians from other Arab countries. In dialogue with Jorge Sampaio (the former UN High Representative for the Alliance of Civilisations), Daniel Barenboim spoke about the capacity that music and art have for building bridges of understanding between peoples. On this same occasion, he also received the Calouste Gulbenkian Prize awarded in 2012 to the West-Eastern Divan Orchestra.

**Vasco Vilalva Award for the Restoration and Enhancement of Heritage**

Since 2007, in homage to Vasco Vilalva, a patron in the area of heritage restoration and enhancement, the Calouste Gulbenkian Foundation has awarded an annual prize with his name (worth €50,000) for exemplary work relating to movable and immovable cultural property that encourages the preservation and restoration of important heritage. In the sixth edition of this prize, roughly two dozen applications were received, and in 2013, the Vasco Vilalva Award was awarded to the Project for the Restoration and Musealisation of the Housing of the Mystic Arcanum of the Brotherhood of the Holy Sacrament of the Parish Church of Nossa Senhora da Estrela, in Ribeira Grande, in the Azores.
Participation in foundation networks

The Office of the President monitors the Calouste Gulbenkian Foundation’s participation in associations of foundations and similar networks that promote the development of the foundation sector, foster cooperation between foundations and other organisations (multilateral organisations, think tanks, etc.) and allow the Foundation to act as a facilitator in debate and intervention regarding the main issues affecting the different communities within which it operates, both nationally and internationally. In 2013, the following activities were amongst the most important at an international level:

› Continuing support for the President of the Foundation’s participation in the activities of the European Foundation Centre (EFC), as a member of the EFC’s Governing Council, namely the support for the 24th Annual General Assembly (AGA) and the EFC conference on “Sustainable Cities – Foundations and Our Urban Future”, held from 30 May to 1 June, in Copenhagen.

› Support for the activities of the Network of European Foundations (NEF), through the President of the Foundation’s participation in the NEF’s General Assembly, as well as replying to and forwarding requests made by the network’s partners. The NEF is an operational network of European foundations that seeks to implement projects and/or initiatives related to Europe and the role of Europe in the world, through intra-foundation cooperation or between these and other forms of organised philanthropy, business organisations and public bodies.

Under the scope of the NEF, the most important activities undertaken in 2013 were the beginning of the Foundation’s participation in the “New Pact for Europe” project, together with the Roi Baudouin Foundation (Belgium), Bertelsmann Foundation (Germany), La Caixa Foundation (Spain), Svenska Kultur Fonden (Sweden), and the European Cultural Foundation (Holland), among other similar European organisations. The aim of this initiative is to promote a broader discussion on possible ways of overcoming the European Union’s current economic and political crisis. Under the scope of this project, a report was prepared by a think tank coordinated by the European Policy Centre, which made a diagnosis of the current crisis and defined various alternative paths for the evolution of the European Union and the euro zone. Also taking part in the preparation of this report was an advisory team composed of political decision-makers and representatives of non-governmental associations.

› Participation of the President of the Foundation at the 54th Meeting of The Hague Club, a network formed from the presidents and chief executive officers of the main foundations at the world level, and of Europe in particular, which have met annually to discuss the role of philanthropy and foundation management since 1971. In 2013, the meeting was held in New York.

At a national level, the Office continued to assist the President of the Foundation in his role as President of the Portuguese Foundation Centre (CPF – Centro Português de Fundações), particularly in terms of supporting the board meetings and the activities proposed by the CPF board for 2013, most notably the support that was provided for his participation in the Organising Committee of the 13th National Foundations Meeting on “The Future of Foundations in Portugal”, which took place at the Fórum Eugénio de Almeida, in Évora, on 1 October 2013.

Conferences and the co-organisation of events

1st Portugal-Germany Forum

The 1st Portugal-Germany Forum took place at the Calouste Gulbenkian Foundation, on 24 and 25 January 2013, focusing on the relations between Portugal and Germany in the context of the European Union and the Economic and Monetary Union, the challenges facing Europe today with the resurgence of the great Asian powers, as well as innovation and competitiveness policies. The Portugal-Germany Forum is organised by the Calouste Gulbenkian Foundation, the Portuguese Institute of International Relations (Instituto Português de Relações Internacionais) of the New University of Lisbon (IPRI – UNL) and the Berlin Institut fur Europäische Politik (IEP). The two states are represented by their respective ministers for Foreign Affairs and the
forum also enjoys the participation of other members of government, members of the Portuguese and German parliaments and the European Parliament, as well as senior officials, diplomats, academics and business people from both Portugal and Germany.

“Reform Fridays”
The conference and workshop “Towards a Comprehensive Reform of the Organisation and Management of the Public Sector” took place at the Calouste Gulbenkian Foundation from 28 to 30 January 2013. This initiative marked the beginning of the more permanent collaboration between the Bank of Portugal, the Portuguese Public Finance Council and the Calouste Gulbenkian Foundation, through the cycle of seminars entitled “Reform Fridays”, which had the following objectives:
› to underline the importance of a comprehensive reform of Portuguese public governance;
› to contribute to the creation of an informed public opinion that puts pressure on the leading political actors to promote and support the urgent and indispensable reform of the public sector;
to stimulate the emergence of concrete solutions for the reform of the public sector, adapted to the Portuguese case, but taking into account the best international practices.

Under the scope of the “Reform Fridays” initiative, the following seminars were held in 2013:

- 15 April 2013, at the Bank of Portugal, a seminar presented by Murilo Portugal: “Debt, Adjustment and Fiscal Responsibility: the Experience of Brazil”;
- 20 September 2013, at the Calouste Gulbenkian Foundation, a seminar presented by Kristina Lundqvist: “Financial information of good quality, in time and for multiple uses – the Swedish experience”;
- 22 November 2013, at the Calouste Gulbenkian Foundation, a seminar presented by Maria Manuel Leitão Marques: “The Simple State”.

Jacques Delors Lecture

On 5 June 2013, the former president of the European Commission, Jacques Delors, came to the Calouste Gulbenkian Foundation to give a lecture on the current state of Europe, entitled “The Priority: Consolidating the Economic and Monetary Union”. Jacques Delors visited the Gulbenkian Foundation in his capacity as the president and founder of the European think tank Notre Europe, currently directed by António Vitorino, with which the Foundation signed a three-year cooperation protocol in 2013.
“Clarice Lispector. A Hora de Estrela” Exhibition

Three and a half decades on from the death of Clarice Lispector, the Gulbenkian Foundation hosted the exhibition “A Hora da Estrela”, which formed part of the commemorations of the Year of Brazil in Portugal. Bringing the younger generations closer to the work of this Brazilian author was one of the objectives of this exhibition, which was coordinated and curated by Júlia Peregrino (the same person that had curated the “Fernando Pessoa, Plural as the Universe” exhibition) and the writer Ferreira Gullar, the winner of the 2010 Camões Prize.

In Lisbon, the exhibition was visited by 15,014 people. 27 guided visits were provided for schools, given by two monitors from the “Descobrir” Programme, covering 532 secondary school students. For the general public, there were 21 guided visits, which had a total of 395 participants.

The exhibition catalogue, which was printed in Lisbon using the matrix made in Brazil, had a print run of 2,000 copies, while 3,750 copies were printed of the bilingual (Portuguese/English) brochure offered to visitors when they entered the exhibition. This brochure had a text in English, which included a biographical note about Clarice Lispector and an explanation and description of each of the exhibition rooms.

Organised in partnership with the Gulbenkian Portuguese Language and Culture Programme, the exhibition was held in the Temporary Exhibition Gallery of the Calouste Gulbenkian Museum from 5 April to 23 June and had previously been presented at the Portuguese Language Museum, in São Paulo, Rio de Janeiro, Brasilia and Bogotá.

Other initiatives

Lisbon Dialogue Café

In 2013, the Lisbon Dialogue Café (DC Lisboa), coordinated by Laurinda Alves, not only took part in all of the sessions held by the Dialogue Café network, but also organised most of these sessions. DC Lisboa had more than 200 students from the Nova School of Business and Economics, who were divided into groups and took part in ten sessions with the Youth Council of Ramallah; representatives and trainers also came from the Ubuntu Academy to take part in various working sessions with Paris, Beirut and Ramallah; also present were specialists from different areas of teaching and special education, who took part in meetings with their peers from Unicef, at the University of Northampton; traditional dance workshops were also held between Lisbon and Ramallah, with sessions also taking place on telemedicine and virtual hospitals, as well as sessions about contemporary architecture with Portuguese architects and students of architecture from the University of Birzeit, Palestine, and meetings between artists and musicians, which were held with Wroclaw and Cleveland. With Florence also joining the Dialogue Café network, several sessions took place devoted to Humans Rights issues, as well as to the documentary filmmakers and journalists who covered the recent revolutions in the Middle East.
“Movement for Employment”
In 2013, the Office of the President, in partnership with the Gulbenkian Human Development Programme, promoted an initiative held in partnership with the Institute of Employment and Vocational Training (IEFP), COTEC Portugal, and a vast network of companies, with the aim of promoting better responses to the situation of unemployed young people with qualifications through the promotion of 5,000 work placements in a company context with the aim of increasing their employability. In 2013, roughly 1,400 young people began their work placements. The “Movement for Employment” currently has a network of roughly 160 companies that have signed up for this scheme.

Legal matters
The Office of the President provides legal support for the president and the Board of Trustees when outlining positions and drafting, revising and negotiating protocols and contracts with Portuguese and foreign institutions within the field of the Foundation’s activities. In addition to this, it monitors changes in the legal system applicable to foundations, both in Portugal and in the European Union. Whenever requested, the Office also provides legal support to the Foundation’s other departments, units and Gulbenkian Programmes.

Premises provision
Managing access by third parties to the Foundation’s premises for national and international conferences, meetings, colloquia, seminars, congresses, workshops, book launches and/or other events, whose authorisation depends on the Foundation’s president, is centralised in the Office of the President, working in conjunction with the Central Services Department.

Priority is given to requests from non-profit institutions whose objectives match or contribute to meeting the Foundation’s statutory goals. In 2013, the total amount involved in free premises provision, which is considered a subsidy, was €107,680, with revenue from premises provision requiring the payment of a charge totalling €15,717. In 2013, the Foundation hosted 107 third party events, which brought over 18,000 people to the Foundation.
Project for the Reconstitution of the Archive of the Former Overseas Ministry

The Office of the President completed its support for the Project for the Reconstitution of the Archive of the Former Overseas Ministry – the Inventory of the Overseas Historical Archive of the Overseas Ministry, coordinated by Professor José Mattoso and performed by the company B-Safe. In 2013, 4,442 units were described and numbered chronologically from c. 1900-1982. The project, which began in 2006, represented a total investment of more than €500,000.

Archive project

The Calouste Gulbenkian Foundation’s archives are made up of archives created by the different bodies and services that have formed part of the Foundation over the last 50 years. This also includes the collection of documents generated by the extensive and complex business and philanthropic activity of Calouste Gulbenkian and his colleagues, within the context of the business world that he established and which essentially continues to this day.

The Foundation’s archive programme dates back to 2003, the year when the Working Group for the Calouste Gulbenkian Foundation Archive System was created. Given the transverse nature of the archives and the strategic corporate value of these information resources, it was decided that the President would oversee the Working Group.

Among the archive treatment projects developed during 2013 – some of which amount to a continuation of the work already begun in previous years – attention is drawn to those which involved the following archives and collections, because of their importance and scope:
> Acarte;
> Calouste Gulbenkian Archive – Paris; works from the Gulbenkian Collection, including the original correspondence from the period of Calouste Gulbenkian relating to his art collection, which, in the past, the Museum had transferred from its original context;
> London Archives;
> Calouste Gulbenkian Archive – Lisbon;
> Gulbenkian Ballet (including the collection of photographs);
> Libraries and Reading Support Department;
> Education Department;
> Projects and Building Works Department;
> Gulbenkian Environment Programme.

In quantitative terms, the documentary treatment undertaken in 2013 produced the following results: 129 metres of documents treated, 14,072 descriptive records (metainformation) produced and 47,404 records of the related authority files.

Another of the activities developed by the Office of the President was digitalisation. Digitalisation related essentially to the scanning of photographs, both those that belonged together to collections of photographs, and those that have become scattered because of administrative and technical processes, where there is a preponderance of textual documents. Among the digitalisation tasks undertaken during 2013 – some of which amount to a continuation of the work already begun in previous years – attention is drawn to those which involved the following archives and collections, because of their importance and scope:
> Calouste Gulbenkian Archive – Paris; works from the Gulbenkian Collection, including the original correspondence from the period of Calouste Gulbenkian relating to his art collection, which, in the past, the Museum transferred from its original context;
> Gulbenkian Ballet – collection of photographs;
> Communication Department – collections of photographs;
> Music Department – Programmes – (digital copy);
> Oil and Gas Department;
> Presidency.
In 2013, work continued on the task of monitoring the transverse activities mentioned below, without prejudice to the specific responsibilities and duties already entrusted to the Foundation’s other departments:

› Monitoring the implementation of the evaluation system – continuing the work of defining a methodology for evaluating the Gulbenkian Programmes, based on the work begun in the Gulbenkian Development Aid Programme and the Gulbenkian Human Development Programme.

› Monitoring the implementation of the quality management system of the Foundation’s different areas of activity.

In 2013, the Foundation obtained (i) the renewal of the certification at the level of Environmental Management (NP EN ISO 14001: 2012); (ii) the renewal of the certification at the level of Quality Management (NP EN ISO 9001: 2008), for the activities undertaken in relation to the “Permanent Exhibition and Temporary Exhibitions of the Calouste Gulbenkian Museum” and the “Art Library”; and (iii) the extension of the certification at the level of Quality Management (NP EN ISO 9001: 2008) for the activities undertaken in relation to the “Exhibitions of the Modern Art Centre” and the “Sale of Articles and Publications at the Foundation’s Shops”.

› Monitoring the design, implementation and revision of the Strategic Plan for Information Systems in cooperation with the Budget, Planning and Control Department. This process has led in 2014 to a separate unit being created within the Foundation to deal with information systems.

› Monitoring the internal auditing activity in collaboration with the Budget, Planning and Control Department.

› Monitoring the working group dedicated to strengthening the development of the “Calouste Gulbenkian Foundation Brand” project, designed to revamp the brand and adapt it to the present reality.
Portugal
Charity
Total Receipts

2 590 390

Receipts

21 846

AMOUNTS IN EUROS
Gulbenkian Innovation in Health Programme

2013 saw the beginning of the Gulbenkian Innovation in Health Programme, centred on the following objectives:

› to develop innovative processes and organisational models that contribute towards the promotion of health as a global and public good;
› to innovate in the qualification of health professionals, institutions and citizens, seeking to take biomedical science to professionals and introduce it into health practices, bringing research outcomes closer to clinical practice, and training and qualifying citizens to make a better individual and social use of health information;
› to humanise healthcare and promote humanistic values in health practices.
National Health System

On 5 February 2013, in order to help create a new vision of the National Health System, one that is founded on principles of social solidarity, ensures the sustainability of healthcare provision and strengthens the rights and responsibilities of all those participating in and benefiting from these services, the Calouste Gulbenkian Foundation launched the initiative “Health in Portugal: A Challenge for the Future. The Gulbenkian Platform for a Sustainable Health System”.

The commission responsible for creating this initiative has seven distinguished members of recognised merit in this sector and is chaired by Lord Nigel Crisp. It has undertaken a study in four main areas: 1 – “Health services and public health”; 2 – “Citizens and the NHS”; 3 – “Staffing the Service”; 4 – “Harnessing knowledge, technology and innovation”.

The study involved 35 Portuguese specialists from different areas, who produced a series of partial reports that have been widely discussed at interim meetings, and their contribution will provide the commission with the data necessary to prepare the final document, which is due to be presented in July 2014.

Global Mental Health Platform

In October 2013, three technical documents that had been prepared under the supervision of the World Health Organisation were presented and discussed at the International Forum on Innovation in Mental Health, held at the Gulbenkian Foundation: 1 – The relationship between mental illnesses and chronic non-communicable diseases; 2 – New models for the organisation of healthcare; and 3 – The role of health determinants in mental health. The meeting, held in Auditorium 2 of the Gulbenkian Foundation, was attended by around thirty highly reputed international specialists, some of whom had been involved in producing the reports, which are due for publication in 2014.

Information and Communication in Health

“iCare” Project

E-health brings important benefits for patients, professionals, institutions and health systems in general. It is designed to facilitate communication between healthcare providers and beneficiaries and to offer qualified information about health, which will help citizens to make better decisions about their own healthcare.

Support was thus given to the “iCare” project of Centro PIN – Progresso Infantil, a child and adolescent developmental centre. This eHealth project is aimed at a specific pathology group (patients suffering from Asperger’s syndrome and autism).

This innovative project will provide specific information that will facilitate remote interaction between professionals, patients and families. Activities result from a partnership with various bodies, in particular the Interactive Technologies Research Centre of the New University of Lisbon, for the construction of a specific software.

“SER – Health Network” Project

The public presentation was held of the second report of the “SER – Health Network” project, developed by the Centre for the Research and Study of Sociology (CIES – Lisbon University Institute). The project consisted of consulting health professionals and the Portuguese society in general to
assess the impact of information and communication technologies on health. This study was a continuation of the project that had been running since 2009, whose results are included in the publication *Saúde e Comunicação numa Sociedade em Rede – O Caso Português*.

**Telemedicine in Portugal**
Also completed in 2013 was the project developed by the National School of Public Health, which is designed to identify the installed capacity of Telemedicine in Portugal. The aim of this project is to define the “real” frequency of use of the telemedicine equipment existing in Portugal and the impact of its use in healthcare and in reducing costs, particularly in clinical situations that can be resolved at a distance through the use of information technology. The report’s findings have been compiled and published in book form in January 2014.

**Health training and qualification**

The international conference “Valuing Baby and Family Passion: Towards a Science of Happiness” was held in May, resulting from a partnership with the Brazelton/Gomes Pedro Foundation for Baby and Family Sciences. The conference consisted of a series of lectures that gave rise to debate on the new guidelines and lines of action to be followed in early child-family interventions.

The conference paid special tribute to T. Berry Brazelton and was attended by a group of specialists in the fields of paediatrics, psychology and the social sciences.

The lectures will be published in book form by the Gulbenkian Foundation in 2014.

Organised in partnership with the Portuguese Diabetes Association (APDP), the Danish Embassy and the support of Novo Nordisk, the forum “Portuguese Diabetes Leadership – Today, We Can Change Tomorrow” was held at the Foundation, on 23 May. It discussed the priorities and interventions defined during the Danish presidency of the EU in order to strengthen prevention, reinforce early diagnosis of diabetes and improve the “management” of diabe-
“Literacy and education in health”

The “Literacy and education in health” project is designed to empower citizens through health education programmes, strengthen their autonomy in individual decision-making and the self-management of situations of illness, and develop their communication skills.

A public competition was launched for projects in the area of “Health Promotion”, with six projects being chosen from a total of 276 applications.

Humanising healthcare

The intervention taking place in the area of palliative care was continued, with the worldwide dissemination of the first academic works produced by the group of Portuguese professionals undertaking Master’s degrees and postdoctorate projects at King’s College, University of London.

Because of its widespread dissemination, attention is drawn in particular to the study “Preferências e Locais de Morte em Regiões de Portugal em 2010”, whose publication has served to strengthen the Foundation’s intervention in providing support for palliative care in a home environment.

The care units of three rural areas, which completed their three years of support from the Foundation, continue in full operation, while the units located in an urban environment consolidated their organisational system in 2013.

The Gulbenkian Chair in Palliative Care, set up in partnership with the Faculty of Medicine of the University of Lisbon, provided academic training for the qualification of health professionals and promoted various research projects at Portuguese care institutions and universities.

The Foundation also hosted an initiative proposed by health professionals working in the areas of paediatric oncology and palliative care, patients’ associations and political decision-makers, which involved the discussion of a strategy for the organisation of end-of-life care for patients from that age group. At the meeting held at the Foundation, in June 2013, the general guidelines of this strategy were drawn up, later published as a booklet entitled *Cuidados Paliativos Pediátricos – Que Futuro em Portugal?*

Humanism and medicine: history, practice and values

To celebrate the 450th anniversary of the publication of Garcia de Orta’s work *Colóquios dos Simples e Drogas da Índia*, an international conference was organised in partnership with the New University of Lisbon, which brought some of the leading international specialists in Garcia de Orta to the Foundation.

In order to promote the work of Garcia de Orta among secondary school students, the A Barraca theatre group produced their own play entitled *Garcia de Orta, O Sábio Prático*. The play was performed at the Foundation on four occasions in a collaboration with the Department for the Promotion of Science and Culture of the Ministry of Education and Science. Eight secondary schools participated in this initiative, with a total of 400 students being involved.

Publications

The book *Qualidade em Saúde* was published, in which questions related with the quality of healthcare are discussed by highly-reputed world specialists, resulting from a cycle of talks held in 2011 (e.g. “Impacts of Systems on Quality of Health Care”; “Patient Safety”; “Healthcare Improvement in a Time of Limited Resources”).
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
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<tr>
<td>Total</td>
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Receipts

42 410
Gulbenkian Human Development Programme

This programme seeks to encourage and facilitate the inclusion of the more vulnerable population groups, with the aim of improving their quality of life, reducing the level of poverty and strengthening social cohesion by investing in social innovation, entrepreneurship and the empowerment of people and organisations as keys to 2013 saw the of the work undertaken since 2009 in the following areas:

› vulnerable groups (children and young people at risk, old people, migrants and disabled persons);
› urban communities;
› organisational capacity-building, voluntary activities and civic participation.

This programme completed its first cycle in 2013, when its progress up to that point was subjected to an external evaluation. Taking into consideration the experience gained in the first five years of the programme’s implementation, the results of the evaluation and the recommendations of the Advisory Board, as well as the changed characteristics of the main social problems, which have become progressively more complex, a strategy was prepared for further intervention in this area in the period 2014-2018.
“Dentists for Good”
Funding continued to be provided to this project (which has been running since 2010 with the support of the Gulbenkian and EDP foundations) aimed at children and young people between 11 and 17 years of age with dental health problems whose families lack the financial wherewithal to pay for treatment. This initiative came into being in Brazil, in 2002, and today enjoys the support of over 14,000 volunteer dentists in Portugal and Latin America. Treatment is provided at the volunteer dentist’s own surgery, with the latter taking responsibility for monitoring the dental health of children and young people and providing the necessary treatment until they are 18 years old.

By the end of 2013, 1,300 children and young people were being treated by roughly 480 volunteer dentists, working in 104 Portuguese localities. During the year, 41 screenings were made in different parts of the country, in which 658 children were observed, with 322 being offered treatment.

At the end of 2013, the “Spin” project was launched, aimed at children between the ages of 4 and 12 who have been the victims of abuse and negligence and are living in institutions or foster care, signalled by the Hospital Espírito Santo in Évora and the Centro Social Paroquial in Alandroal. The project is also supported by Montepio Foundation and Delta Cafés, and follows the model of multidisciplinary intervention, first devised in the United Kingdom. Each child has their own dynamic individual plan that monitors their evolution over a long period of time, and which, besides therapeutic treatment, includes other approaches, such as their life stories or aspects related with education and health, with the ultimate aim of providing them with firm foundations for their future life.

Young People in Institutional Care
Homes and temporary foster centres are institutions housing children and young people who have been neglected and/or are victims of abuse. In order to improve both the human and technical capacities of these institutions, so that they can encourage the autonomy of young people within a system of protection, the Gulbenkian Foundation has been supporting four pilot projects in different parts of the country — Oficina de São José (Braga), Associação Via Nova (Vila Real), Casa do Canto (Ansião) and Lar de Nossa Senhora de Fátima (Reguengos de Monsaraz). Over three years (2012-2014), these pilot projects will continue to work with 105 institutionalised young people with the aim of preparing them for independent life and ensuring their full integration into society and their own sustainability. At the same time, work is done with their families to create conditions for them to return whenever possible.
Second Chance School in Matosinhos – support for the integration of young people at risk of social exclusion

The Second Chance School in Matosinhos represents the only specialised social and educational solution in Portugal, run on a full-time basis, to be aimed at young people facing the prospect of leaving school with low qualifications, deviant life paths, drug abuse, a lack of family and social support, and no career and life projects, and who are therefore at risk of social exclusion. The project that has been developed by this school promotes the integration of these young people by offering them support in their transition from the prospect of dropping out of school to a successful integration in vocational training paths, employment and citizenship. Sixty students received training in the 2012-2013 school year. Many of these students had been signalled by the Committees for the Protection of Children and Young People at Risk, Multidisciplinary Teams for the Support of Courts, the Directorate-General for Social Reintegration or by other services or institutions working with children and young people.

Temporary accommodation for families

Since its inception, the Gulbenkian Human Development Programme has awarded grants to projects whose aim is to provide temporary accommodation, in homes or residences, for children facing a variety of problems, or for relatives of children who have had to move far away from their customary place of residence in order to receive hospital treatment. In 2013, another Ronald McDonald House was created with the support of the Gulbenkian Foundation, this time in Porto, on the perimeter of the Hospital de São João.

Missing children: prevention and support

Support was once again provided to the project run by the Portuguese Association for Missing Children aimed at preventing the disappearance and abuse of children. Cases are monitored not only via the internet, but also through the provision of a 24-hour telephone helpline available to citizens and the families of victims. Under the scope of this project, support was given to a guide for parents and teachers – the Child Safety Manual – and the “Kids on the Radar” programme, as well as for the development of a system for locating and monitoring children in public places, with applications for iOS and Android operating systems and directly connected to the Criminal Police Force and the National Republican Guard. The project also has partnerships with APIS – Safe Internet Platform Association, the Directorate-General for Health and the EDP Foundation.

“Cuidar Melhor” (“Care Better”) Project

This pilot project is the result of concern about the increasing number of older people with dementia and the fact that their families have to care for them without proper guidance and supervision. In order to satisfy this need, the Gulbenkian Foundation joined forces with the Montepio Foundation, the Alzheimer Portugal Association and the Institute of Health Sciences of the Catholic University in Portugal to create offices providing specialised help to family carers in the municipal areas of Cascais, Oeiras and Sintra, by setting up multidisciplinary teams that include experts in sociology, social policy, gerontology, psychology, nursing and law, and who can meet the needs of family carers and institutions caring for people with dementia. The offices began their activity in April 2013, developing and testing approaches for the support of people with dementia and their carers. Roughly 190 users were received at these offices in 270 separate sessions.

At the same time, with financing from the Gulbenkian and Montepio Foundations, the first sessions were held of the Memory Café, an initiative promoted by Sonae Sierra, which organises monthly meetings between sufferers from Alzheimer’s disease or their carers, in an informal and welcoming environment, so that they can share experiences, provide mutual support, participate in recreational
activities and disseminate useful information with the support of health and social care professionals. A total of 116 people participated in the Memory Café sessions, which are organised by a group of 31 volunteers, who have already provided 472 hours of work to the project.

Under the scope of the “Cuida Melhor” (“Care Better”) project, two training activities were also held for technicians. These activities had 41 participants, and there was one activity that was opened to the general public to allow for the discussion of case studies at the Catholic University in Portugal, where there were 185 participants.

“Cuidar de Quem Cuida” (“Caring for Carers”) Project
This project provides support, training, information and psychological and educational support for family carers of old people suffering from dementia, with the aim of guaranteeing the continued integration of these people in the community, promoting their quality of life and that of their families and keeping them at home for as long as possible. The project has been in progress since 2009 in the municipalities of Santa Maria da Feira, São João da Madeira, Oliveira de Azeméis, Arouca and Vale de Cambra, focusing on the following aspects: psychological and educational support groups and mutual aid groups, complementary training for formal carers, the promotion of local volunteer networks, temporary relief for family carers and discussion forums, made possible by the existence of partnerships that involve a vast number of institutions, such as health centres, municipal councils, private charitable institutions, church-based social work organisations, the Institute of Employment and Professional Training and the Entre Douro e Vouga Hospital Centre. By the end of 2013, roughly 290 family carers were involved in this initiative.

In 2013, a manual was developed, based on the experience acquired, which is to be disseminated in training activities with bodies from other parts of the country that are interested in replicating the project. The project has also been presented as a case study by the Gulbenkian Foundation at a meeting of foundations held in Cariplo, Italy.
“O Telefone tocas às 5” (“The Telephone Rings at 5”) Project
Support was once again provided for this pilot scheme, which combats loneliness and isolation by promoting contacts and exchanges between people who, because of their advanced age and/or motor difficulties, are unable to leave their homes. To achieve this, a telephone conference system is used, hosted each day by a moderator who introduces a range of themes for discussion throughout the week. Guest speakers are also invited to talk about specific questions in their specialist areas of interest.

The project is being implemented in Setúbal with the support of the Gulbenkian Foundation and the PT Foundation, with the latter body providing the necessary technical resources.

There are currently 16 people taking part in these conversations. Aged between 60 and 90, almost all of them live alone and mainly reside in the municipality of Setúbal.

Institute of Ageing
This research unit was set up in 2009 by the Calouste Gulbenkian Foundation in partnership with the Institute of Social Sciences of the University of Lisbon, and now also enjoys the support of the Francisco Manuel dos Santos Foundation. The Institute of Ageing has as its mission to improve scientific knowledge in the field of ageing and to promote advanced training in this area. The Institute’s activity has centred above all on two lines of research: “Ageing and the Labour Market” and “Ageing, Health and Quality of Life”. One of the most important events in 2013 was the publication of a major study undertaken by a team from this institute, based on a representative sample of Portuguese people aged 50 or over, which investigated “Ageing Processes in Portugal. Time Use, Social Media and Living Conditions”. A book was also prepared for publication in 2014. Based on the same data as the already mentioned study, this book will be aimed at the general public and will have the title of *O Envelhecimento Ativo em Portugal (Active Ageing in Portugal)*. At the same time, the partnership with the Oxford Institute of Ageing has made it possible to invest in advanced training, involving both visits by Portuguese researchers to the British institution, and the welcoming of British researchers to Portugal to take part in training courses.
“SHARE – Survey of Health, Ageing and Retirement in Europe”

The Calouste Gulbenkian Foundation formed a partnership with the Portuguese Foundation for Science and Technology to finance the “SHARE” project, the most important information infrastructure at the European level about the population aged 50 or over. In order to formulate suitable social and economic policies for dealing with the ageing process, we must improve our knowledge of this phenomenon and analyse its development over time, monitoring the evolution of the living conditions of individuals as they grow older. This must be carried out in a longitudinal fashion, so that we can fully understand the ageing process. The methodology used consists of holding a number of interviews, every two years, with the same groups of individuals over a period of at least fifteen years, based on a questionnaire that incorporates questions about health, as well as economic and social issues. The results are available to the international scientific community, facilitating the undertaking of studies and analyses comparing several countries.

Immigration Platform

This initiative has been in existence since 2006 and it continues to promote the organisation of civil society around the core issues relating to immigration. In 2013, the Gulbenkian Foundation hosted yet another meeting of the Immigration Platform partners devoted to the theme of “The new challenges of immigration”. This meeting was attended by Pedro Lomba, the Deputy State Secretary to the Deputy Minister and the Minister for Regional Development, and launched the debate on the identification of a shared vision for the role of the Platform in the present-day context.

The Immigration Platform involves 18 civil society institutions working in the area of immigrant integration and intercultural dialogue, namely the Calouste Gulbenkian Foundation, Aga Khan Portugal Foundation, EDP Foundation, Luso-American Development Foundation, Luso-Brazilian Foundation, Orienté Foundation and Portugal-Africa Foundation; the Associação Empresarial de Portugal (Portuguese Business Association) and the Associação Industrial Portuguesa (Portuguese Industrial Association); the Confederação dos Agricultores de Portugal (Portuguese Farmers’ Confederation), Confederação do Comércio e Serviços de Portugal (Portuguese Trade and Services Confederation), Confederação da Indústria Portuguesa (Confederation of Portuguese Industry), Confederação do Turismo Português (Confederation of Portuguese Tourism), Confederação Geral dos Trabalhadores Portugueses (General Confederation of Portuguese Workers) and União Geral dos Trabalhadores (General Union of Workers); as well as other bodies, such as the Comissão Episcopal para a Mobilidade Humana (Episcopal Committee for Human Mobility), Plataforma das Estruturas Representativas das Comunidades de Imigrantes em Portugal (Platform for the Representative Structures of Immigrants Living in Portugal) and Federação das Organizações Cabo-Verdianas de Portugal (Federation of Cape Verde Organisations in Portugal).
“FAZ – Ideias de Origem Portuguesa”
(“FAZ – Ideas of Portuguese Origin”) Project

The second edition of the Ideas of Portuguese Origin competition was launched in January 2013. Together with the Prize for Innovative Entrepreneurship in the Portuguese Diaspora, an initiative sponsored by COTEC, this competition forms part of the “FAZ” movement, which seeks to help bring Portugal closer to its diaspora. It is a platform for the incubation of projects for social innovation and entrepreneurship, which has the aim of calling upon the diaspora to think about new and improved responses to the social challenges that Portugal is currently faced with. This initiative contributes to a closer collaboration between the Portuguese living in Portugal and those who live and work abroad, promoting individual responsibility and encouraging the exercise of active, inclusive and participative citizenship.

In this edition of the competition, greater stress was laid on the importance of forming and building teams, so that prizes are now awarded to three ideas instead of just one, as was previously the case. Seventy-five ideas were presented for the competition, and the ten short-listed teams were coached by the Instituto de Empreendedorismo Social (IES – Social Entrepreneurship Institute) in order to transform their ideas into actual projects. This coaching included the holding of an intensive training workshop, which ended with the presentation of the projects to the jury deciding upon the awards. The winners were announced on 6 June at the Gulbenkian Foundation, at a ceremony attended by the President of the Republic. The “Orchestra XXI” project was the winner of the second edition of the competition, with the projects “Fruta Feia” (“Ugly Fruit”) and “Rés do Chão” (“Ground Floor”) being placed second and third respectively.
“Orchestra XXI”
This was the winning project in the second edition of the FAZ – Ideas of Portuguese Origin competition. The project involves 50 young Portuguese musicians working abroad with the aim of maintaining close links between them and Portugal and taking moments of musical excellence to be heard by the broadest audience possible. The orchestra will meet to work and present an average of three programmes per year in Portugal, both at large concert halls in major urban centres and at other places where there is a less regular cultural activity. The “Orchestra XXI” also organises training programmes for groups of young students from the national conservatories and music schools, offering them the opportunity to work in the context of a professional orchestra and thus broaden their network of contacts. Their first tour took place at the beginning of September, with concerts being held in Braga, Batalha, Porto and Lisbon.

“Fruta Feia” (“Ugly Fruit”)
Awarded second place in the 2013 edition of the FAZ – Ideas of Portuguese Origin competition, this project fights against food wastage, having already created a consumer cooperative to distribute fruit and vegetables that are not sold for aesthetic reasons. The cooperative has already begun its activity and has aroused enormous interest, with many people keen to join this movement. The cooperative already has 150 members, with another 220 on the waiting list. Since it began its activity, the project has already prevented 6.4 tons of food from being wasted.

“Rés do Chão” (“Ground Floor”) Project
Awarded third place in the 2013 edition of the FAZ – Ideas of Portuguese Origin competition, this project seeks to revitalise the ground floors of unoccupied buildings in Lisbon, taking advantage of these spaces to promote local creative industries. Partnerships are currently being established for the implementation of a pilot scheme in Rua de São Paulo, in Lisbon’s downtown area.
“Arrebita! Porto”
Work began on the renovation of the building in Rua da Reboleira, in Porto’s historic centre. The “Arrebita! Porto” project, which was the winner of the first edition of FAZ – Ideas of Portuguese Origin, seeks to combat the gradual abandonment of Porto’s city centre by establishing a collaborative system where the renovation of a building is through exchanges and compensatory concessions and not through the actual payment for services in the form of money. All the preparatory technical work was carried out by teams of young volunteer architects and engineers from all over Europe. The network of partnerships consists of a series of construction companies that provide support and follow-up services as an expression of their social responsibility. The Faculties of Architecture and Engineering of the University of Porto and the Porto Higher Institute of Engineering have also contributed towards ensuring the project’s feasibility.

European Programme for Integration and Migration (EPIM)
This programme is being developed by 11 European foundations, working within the framework of the Network of European Foundations (NEF), to support projects and initiatives aimed at promoting and facilitating immigrant integration. Since 2011, the EPIM has made it possible to finance various transnational projects in the areas of asylum-seekers and refugees, undocumented migrants and extremely vulnerable migrants due to the crisis that is currently affecting Europe. At the same time, attempts have been made to increase the capacity of organisations providing support to immigrants in areas such as: project assessment methodology; advocacy and lobbying; partnerships, networks and collaboration at the level of the European Union; media and communication and fund raising.

In June 2013, the second workshop designed to strengthen the capacity of organisations supported by the EPIM was held at the Gulbenkian Foundation, dedicated to the theme of advocacy. Participating in the workshop were representatives of the ten projects supported by the EPIM, the various foundations involved in this consortium and ten Portuguese NGOs working in these areas.

Transatlantic Forum on Inclusive Early Years (TFIEY)
This forum is led by the King Baudouin Foundation and brings together more than twelve European and North American foundations to share good practices and recommendations between academics, political decision-makers, civil society members and organisations working in the field, with a view to making early childhood education (from nought to six years of age) a priority in diminishing the repetition of the poverty cycle (among children from migrant and low-income families) as a consequence of their unequal access to education.

In order to make fuller use of the knowledge and recommendations resulting from the TFIEY, a Portuguese working party was set up in 2013 to study early childhood education for children from migrant and low-income families. This working party has already programmed a series of activities to be undertaken over the next few years.
European Foundation Centre Consortium – Disability Interest Group
The Gulbenkian Foundation has been a part of this consortium since 2008. The main purpose of this Consortium is to coordinate the efforts of foundations to raise awareness among Community institutions, national governments, the foundation sector and other relevant partners about the importance of implementing the rights set out in the Convention on the Rights of Persons with Disabilities across Europe, as well as to provide support for the working party of the European Disability Strategy 2010-2020. In November 2013, under the scope of the Consortium’s activities, the Foundation organised an international meeting on deficiency and inclusion, attended by roughly 200 representatives of organisations, foundations and public bodies with interests in this area, as well as various guest speakers with disabilities. The organisation of the meeting enjoyed the support and collaboration of the Portuguese Foundation Centre.

“Notas de Contacto” (“Contact Notes”) Project
This pilot scheme was promoted by the Portuguese Chamber Orchestra in partnership with cercioeiras and involved roughly fifty disabled persons. The project will last for three years (2013-2016) and its main aims are to encourage access to musical culture on the part of people with cognitive disability and to enhance musical expression as an opportunity to develop innovative intervention strategies leading to the inclusion of people with varying degrees and types of intellectual disability. This scheme is also intended to contribute to the promotion and dissemination of good practices in the artistic areas that are explored, giving greater visibility and dignity to the work of people with disabilities.

Inclusion of people with visual disabilities in the performing arts
Support was given to the European dance project “Fragile”, which includes blind people and professional dancers. In Portugal, the project is promoted by Associação Vo’Arte, in partnership with choreographers from Baerum Kulturhus (Norway) and the University of Tallinn (Estonia), seeking to integrate blind and visually impaired people in the performing arts and to carry out research into new working methods for professional dancers. In 2013, the project, which involved 25 professionals from the performing arts, had its world première in Portugal, while presentations were also made in Oslo and Tallinn. In addition to a number of workshops, the project also included the creation of three dance shows and three documentaries.
PARTIS – Artistic Practices for Social Inclusion

The competitive application process PARTIS – Artistic Practices for Social Inclusion was launched in the last quarter of 2013, inviting people to submit projects for funding that use artistic practices in areas such as the visual, audiovisual and performing arts to promote and develop skills for the social integration of people at risk of social exclusion.

During a six-week period, more than 200 applications were received. Thirty of these received two days of training in order to enhance the capacity of the teams and to prepare them for the presentation of their projects to the jury. After this meeting, 17 projects were selected for funding by the Gulbenkian Foundation over the course of the next three years. People with disabilities, children in risk situations, prisoners, institutionalised young people, homeless persons or refugees are just some of the groups that will be taking part, from the north to the south of Portugal, in artistic activities developed under the scope of these projects, which include film, photography, dance, theatre, circus and music.

Ubuntu Academy

In 2013, work continued with the second edition of this initiative created by the Padre António Vieira Institute to undertake informal education activities aimed at young people with leadership profiles originating from less favourable backgrounds. The intention is that these young people will be able to act as agents of change within their communities, developing and consolidating models of service to the community.

Taking place simultaneously in Lisbon and Porto, the second edition of the Ubuntu Academy covers a total of 70 young people, 40 of whom live in Lisbon and 30 in Porto. Fifteen seminars were held in Lisbon and 14 in Porto, with five seminars being held jointly. The Gulbenkian Foundation hosted seven of these seminars, and special attention is drawn to the lecture given by António Guterres, the United Nations High Commissioner for Refugees on 13 September.
"O Nosso Km²" ("Our Km²") Project

2013 saw the inauguration of the space for the project “Our km²” in the Santos neighbourhood of the parish of Nossa Senhora de Fátima, in Lisbon. Through an in-depth knowledge of this parish, where the Gulbenkian Foundation is located, this project is designed to foster the development of a participative and active community spirit. It seeks to stimulate the formation of proximity and neighbourhood networks capable of responding to the social problems affecting local inhabitants. It also aims to encourage the creation of volunteer networks capable of responding to some of the problems identified, involving all of the local inhabitants interested in discovering solutions and applying them. The first phase of the project involved a diagnosis of the situation and the creation of the first partnerships, with Lisbon Municipal Council, Santa Casa da Misericórdia de Lisboa, Gebalis, the Federation of Third Age Institutions, the New University of Lisbon and the Catholic University in Portugal and the Higher Institute of Accounting and Administration in Lisbon.

Launch of the book O Futuro da Alimentação – Ambiente, Saúde e Economia

Following the cycle of seven talks designed to promote reflection and debate on the future of food, a book was launched containing the texts of the lectures given in Portuguese. The English edition was also prepared in a digital format, which will be launched in 2014.

In the course of its seven sessions, this cycle of talks adopted an inclusive and across-the-board approach to the discussion of issues such as health, environmental protection, the economy, the generation of employment, equal access to food and the preservation of local cultural identities.

Entrepreneurship Education for Youth

Junior Achievement Portugal (JAP) is a non-profit association, founded in 2005, committed to developing a taste for entrepreneurship among children and young people and teaching them the necessary skills to be successful in a global economy. It promotes training activities in schools, for children and young people, with a syllabus that covers seven areas: citizenship, career development, economics, entrepreneurship, ethics, financial literacy and business. In the 2012-2013 school year, the initiative enjoyed the support of 1,523 volunteers, who provided training services to 27,939 students from 1,268 classes at 422 schools. With the support of the partners, it proved possible to reach all the districts of Portugal, including the autonomous regions of the Azores and Madeira. The Gulbenkian Foundation provided support in the area of entrepreneurship.
“MAIS - Melhor Ação e Inovação Social” (“MAIS – Better Action and Social Innovation”) Project

This pilot scheme came to an end in 2013, its aim having been to develop the capacity of non-profit organisations (NPOS) from the Porto area, combining training with support for change in the organisation, through benchmarking and consultancy. The aim was to enhance the assimilation of the concepts acquired in training and to guarantee their application in a real context. The first activity undertaken by MAIS consisted of seven training courses over a total of 160 hours (Management and Strategic Planning, Marketing and Fund Raising, Operations Management, Cash Management, Financial Sustainability, Personnel Management and Information Technologies). Fifty-two senior officials and managers from 32 NPOS benefited from this training. Besides receiving the training modules mentioned above, six of these NPOS were also provided with business consultancy services. “Better Action and Social Innovation” was an initiative of the Calouste Gulbenkian Foundation in partnership with the Montepio Foundation, Accenture, the Porto Union of Voluntary Associations, Tese – Associação para o Desenvolvimento, Impulso Positivo, the Católica Porto Business School and the Fundação Porto Social.

Manual for Changing the World

Publication of the first guide for the social entrepreneur in Portugal. Its contents were developed, with the support of the Gulbenkian Foundation, by the Institute of Social Entrepreneurship and INSEAD as training modules for the initiative Faz – Ideas of Portuguese Origin. The manual proposes a methodology that challenges people to rethink the way in which solutions are constructed for society’s neglected problems, providing the tools and knowledge needed to build a project of social entrepreneurship.

“Crisis Buster”

This project, which was undertaken in partnership with the Lisbon Architecture Triennial, centres upon the organisation of an international design contest, awarding small amounts of funding – up to €2,500 – for the development of projects involving local intervention of a civic nature. Support was given to ten of the 152 applications presented. Examples of the projects that were given support include the “Steam House” initiative, which breathed fresh life into a less-favoured fishing community through the building of a community kitchen, and the “Itinerant Patio” initiative, which built a swapping platform inside various patios existing in Lisbon, in order to promote interaction and support small businesses, while at the same time facilitating the recovery of their historic role and encouraging experimental occupations of urban spaces.

Social Investment Laboratory

Support for the creation of the Social Investment Laboratory, promoted by the Calouste Gulbenkian Foundation and the Institute of Social Entrepreneurship in partnership with Social Finance UK. The laboratory will be an important centre of knowledge about social investment, with the aim of leveraging the creation of a social investment market in Portugal. The laboratory work seeks to encourage closer relations between the social, public and financial sectors.
This initiative was launched in May 2013, in partnership with the Institute of Employment and Vocational Training, COTEC Portugal and a vast network of companies, with the aim of providing young unemployed people that have higher level qualifications with work experience by organising internships in a wide range of different companies.

Between 2013 and 2014, the companies taking part in this project will make it possible for five thousand work placements providing an opportunity to improve skills and qualifications, especially at the level of soft skills, since this is one of the keys to enhancing employability after completing the internship.

By December 2013, roughly 160 companies had joined in the “Movement for Employment” and 1,400 young people had begun work placements under the scope of this initiative, 50 of which were at the Calouste Gulbenkian Foundation, being distributed among its different programmes and departments.

The aim of the “Movement for Employment” is to continue fighting unemployment among qualified young people, by mobilising the largest possible number of companies and organisations from the social economy.
Personnel costs: €120,956
Operating costs: €120,152
Departmental initiatives: €10,255
Subsidies: €307,830

Field C: Strengthening the effectiveness of NGO action: €129,170
Field B: Promotion of democratic values and defence of Human Rights: €132,622
Field A: Participation of NGOs in public policies: €46,038

Total: €559,193
Receipts: €251,363

AMOUNTS IN EUROS
Cidadania Ativa - EEA Grants Programme

The Cidadania Ativa Programme, which was negotiated between the Foundation and the European Economic Area Financial Mechanism (EEAFM), seeks to promote the development of civil society and to increase its contribution to social justice, democracy and sustainable development. In the pursuit of these aims, three fields of intervention were defined, with call for applications being opened April 2013 in the following areas:

› participation of non-governmental organisations (NGOs) in the design and application of public policies, at a national, regional and local level;
› promotion of democratic values, including the defence of human rights, the rights of minorities and the fight against discrimination of all kinds;
› strengthening the effectiveness of NGO action.
**Context**

Through the European Economic Area Financial Mechanism (EEAFM), three EFTA countries — Norway, Iceland and Liechtenstein — fund initiatives and projects in the less prosperous countries of the European Union with the aim of reducing economic and social inequalities and promoting cooperation with organisations from the donor countries.

Following a competitive application process that was launched for this purpose by the EEAFM, the Gulbenkian Foundation was selected in December 2012 to serve as fund operator in Portugal regarding the funds for Non-Governmental Organisations (NGOs) in the 2009-2014 period.

The Foundation was entrusted with the management of public resources from the three donor countries, amounting to a total of €5.8 million. The Cidadania Ativa Programme was the first to be launched in Portugal (in March 2013) under the scope of the EEA grants in the 2009-2014 period, and the only one, in the context of these grants, to be managed by a private agency.

**Activity in 2013**

Up until the launch of the programme, on 22 March, its terms were negotiated, including the conditions for its management and implementation and the quantified targets to be reached, which was laid down in the Programme Implementation Agreement. This agreement was signed by the representatives of the European Economic Area Financial Mechanism and the Foundation on that same date.

The programme awards grants to projects initiated by NGOs, selected exclusively via calls for applications. Given that the expenditure eligibility period ends on 30 April 2016, all investments supported by the programme will have to be carried out by that date. For this reason, an important factor that needed to be taken into account in ensuring the successful preparation of the programme was the speed with which these calls for applications were launched.

The 2013 calls for applications were published a month after the start of the programme, following a period of intense preparation. The solution that was found will make it possible for the users of these resources to develop projects with a duration of 24 months, in the case of 2013 calls for applications; and 18 months in the case of applications made under the scope of subsequent calls to be launched in 2014.

In 2013, two calls for applications were launched in each of the programme’s three fields of intervention, corresponding to two different types of project. Applications could be submitted between 29 April and 1 July, with €3,675,000 worth of grants being made available for the use of Portuguese NGOs.
The calls met with great interest on the part of civil society, and the session held for the presentation of the programme was attended by more than 600 representatives of NGOs, while the subsequent regional sessions held all around the country were attended by approximately another 400 participants. This great interest was naturally enhanced by the economic crisis that the country is currently experiencing. An attempt was also made to publicise the programme through other initiatives. 364 applications were received, involving over 770 organisations.

This level of demand corresponded to roughly seven times the amounts that were made available in the six calls for applications. €25.6 million were requested compared to the appropriation of less than €3.7 million that was actually made available. It should be noted that the quality of the applications received was, generally speaking, quite high. The experts who assessed the applications considered that 123 deserved of the applications that were received deserved a score of 60 points or more out of 100.

Altogether, these applications requested funding of €10.1 million (roughly 40% of the total amount of support requested). The demand was particularly high in the case of the calls launched under the class for “large projects”, in which no project scoring less than 71.75 points was selected for support, as the appropriation that was available was insufficient to fund any projects below this score. Overall, only 54 projects ended up being selected for support and contracted.

In January 2014, the Board of Trustees decided to use the Foundation’s own funds to support those projects considered to be amongst the best ones (as determined by the selection method used by the programme), which it had not been possible to support under the scope of the 2013 calls for applications, given large demand. Five further large projects
were thus selected and supported, with the total amount of support awarded in this way being close to €500,000.

By 31 December 2013, the initial payments had been made for all the projects for which contracts had been signed by that date, amounting to a total of €307,831 (30 small projects, from a total of 31). The selection phase for the large projects was still in progress at that time, only being completed in January 2014 with the selection of 23 projects.

The first projects only began to be implemented in November, so that it is still too early to talk about results. However, in view of the merit and ambition of the selected projects, it is foreseeable that, just with the projects funded as a result of the 2013 calls for applications, almost all of the targets agreed between the Foundation and the EEAFM for the whole of the programme will be achieved, as will be explained further on.

One aspect that needs to be improved upon in 2014 is the fostering of relations between Portuguese NGOs and the donor countries’ organisations, since only one bilateral cooperation initiative has so far been approved (the target agreed in March 2013 was ten initiatives of this kind for the whole of the programme). Measures were introduced to more effectively foster such cooperation, namely under the scope of the 2014 calls for applications.

After a promising first year, it was agreed between the governments of the donor countries and the Portuguese government to award the Foundation a further appropriation of roughly 50% of the original amount, by mobilising the whole of the EEA grants reserve for Portugal. These fresh funds would be channelled in their entirety into a new field of intervention, at the very beginning of 2014: supporting youth employability and inclusion.

| Applications received | 364 |
| Number of projects approved | 54 |
| Projects being implemented at 31 December 2013 | 30 |
| Grants requested | €25 592 528 |
| Maximum grants approved | €2 981 739 |
| Payments already made at 31 December 2013 | €307 831 |
Field of intervention A – Participation of NGOs in the design and application of public policies at a national, regional and local level

The aim of this field of intervention is to:

› create mechanisms that increase the influence of NGOs in policymaking processes by enhancing their representation, creating or consolidating platforms for the participation of NGOs (consultative bodies, social networks), identifying key actors and setting up mechanisms for the intervention and empowerment of citizens;

› create instruments and measures that encourage the participation of civil society in decision-making processes being carried out at the level of public consultations, public hearings, petitions or participatory budgets;

› support initiatives that contribute to dialogue and cooperation between NGOs and public authorities, in the implementation of public policies at a local level in partnerships with municipalities, namely under the scope of community-based social support, seeking to transfer know-how and make improvements in terms of efficiency/effectiveness, quality, access and user satisfaction;

› support initiatives that strengthen the awareness of NGOs and civil society about the need for monitoring and supervising public policies, in order to consolidate transparency and accountability in the use of public resources.

Of the 55 applications submitted, only ten received grants, amounting to a total of €631,719.
Under the scope of the 2013 calls for applications, contracts were signed for projects expected to make the following contributions towards the targets to be reached regarding the indicators agreed for the programme:

- 15 NGOs report an increased participation in the decision-making processes with local, regional and national authorities (target: 10);
- 11 NGOs are involved in activities in partnership with local authorities and State institutions (target: 10);

All the projects supported in this field of intervention are presented in summary form on the programme’s website, at <http:/ /www.gulbenkian.pt/Institucional/en/Activities/ProgrammesAndProjects/CidadaniaAtivaProgramme?a=4839>

Field of intervention B – Promotion of democratic values, including the defence of human rights, the rights of minorities and the fight against discrimination

The aim of this field of intervention is to:

- create campaigns for information, awareness raising and training both for educational professionals and agents and for the public in general, with a view to the promotion of human rights, the rights of minorities and non-discrimination;
- promote support for the training of people and organisations specialising in matters relating to disadvantaged groups, namely immigrants, ethnic groups, ex-prisoners or victims of human trafficking, with a view to their integration into the community;
- support actions directed at vulnerable groups, risk groups and those subject to discrimination, by reinforcing their participation in society and organisations, seeking to design transitory or permanent solutions to their problems, with a view to their integration into the community;
- take steps to improve access to public services, particularly those that are relevant for certain groups considered to be unprotected;
- coordinate information and support services at the local level for disadvantaged groups and/or those at risk, focusing on social emergencies and fostering the use of structures, organisations and services already in place; as well as expanding and consolidating service networks and platforms and their respective financing;
- support the creation of networks contributing to, and intervening in, sectors of the community that are not covered in terms of their participation in civil society.
Of the 198 applications that were received, only 23 received grants, amounting to total funding of €1,141,522.

Under the scope of the 2013 calls for applications, contracts were signed for projects that were expected to make the following contributions towards the targets to be reached in the indicators agreed for the programme:

› 36 NGOs are promoting democratic values, including human rights (target: 30);
› 36 NGOs promote a better understanding in relation to minorities and groups at risk (target: 20)

All the projects supported in this field of intervention are presented in summary form on the programme’s website, at <http://www.gulbenkian.pt/Institucional/en/Activities/ProgrammesAndProjects/CidadaniaAtivaProgramme>a=4840>

![“Welcome: We’re here, and now?”, a project promoted by Casa do Brasil de Lisboa, under the scope of Field of Intervention B.](image-url)
Field of intervention C – Strengthening the effectiveness of NGOs

The aim of this field of intervention is to:
› improve the qualifications of managers, collaborators and volunteers of the NGOs involved by consolidating their knowledge of the relevant legal instruments with their social, interpersonal and personal skills, combining a new culture of cooperation and partnership with skills such as strategic management, quality, marketing and the inclusion of good practices;
› implement organisational and managerial innovations, seeking to improve the governance and the quality and diversity of their portfolio of services, including the use of information technologies, shared management services and methodologies and tools for monitoring and assessment;
› promote the training of NGOs in the field of financial management and economic sustainability in order to facilitate access to the existing sources of funding and encourage the pursuit of activities that provide a financial return, through social entrepreneurship and partnerships with the private sector;
› support initiatives with the aim of mobilising volunteers and fostering the sharing of groups of volunteers, strengthening the capacity of organisations to manage their own volunteers, enhancing their involvement and contribution;
› create partnerships mechanisms and mechanisms for interrelations between NGOs and between these and other types of profit-making or non profit-making organisations, improving their capacity as NGOs, creating multidisciplinary teams with specific aims and encouraging cooperation between sectors, with a view to creating reciprocal knowledge, sharing experiences and disseminating good practices;
› promote capacity-building activities for organisations through the exchange of international experiences and contacts with other organisational cultures.

Of the 111 applications submitted, only 21 were granted support, amounting to total funding of €1,208,498.
Under the scope of the 2013 calls for applications, contracts were signed for projects expected to make the following contributions towards the targets to be reached regarding the indicators agreed for the programme:

› 40 small community-based organisations present a better level of sustainability and have enlarged their range of activities (target: 20);
› 40 NGOs have strengthened their technical and/or organisational capacities (target: 30).

All the projects supported in this field of intervention are presented in summary form on the programme’s website, at <http://www.gulbenkian.pt/Institucional/en/Activities/ProgrammesAndProjects/CidadaniaAtivaProgramme?a=4841>

→ “Volunteers for Citizenship”, a project promoted by GARE – Association for the Promotion of a Road Safety Culture.

↓ “Participar +”, a project promoted by APCAS – Almada Seixal Cerebral Palsy Association.
Total
4 013 473

Receipts
734 854
Calouste Gulbenkian Museum

The Calouste Gulbenkian Museum is unique in terms of the Portuguese museum panorama, because of the quality and specificity of its collections and because of the building itself. It is frequently referred to internationally, being considered one of the places that visitors to Lisbon cannot afford to leave out of their itinerary. The need to find the best way to exhibit its collections under ideal conditions for their conservation, security and visibility was a predominant concern of the museologists and architects who planned the building, providing visitors with a clear understanding of the calm and perfect adaptation of the container to its contents.
PROGRAMMING

The exceptional nature of the pieces that are exhibited and the quality of the building have given rise to one of the most beautiful 20th-century museums. The excellence of the Collection brings an added responsibility to the programming of events, which is guided by strict objectives for the conservation of this heritage – involving daily work that has much less media impact – and by the production and dissemination of knowledge, a task that involves the Museum’s conservation experts and other specialists from outside the Foundation who are called in to collaborate.

As far as temporary exhibitions are concerned, these are conceived of in such a way as to serve a wider public. Despite the fact that the vast majority of visitors are not specialists, the rigorous accuracy of the information provided helps to fulfil the museum’s aim of serving all those who can feel the pleasure of discovery there.

Specialist publications, which are the end product of the museum’s research work and reflection, go hand in hand with editions aimed at a wider public, always fulfilling the most rigorous scientific criteria.

Visitors

In 2013, the permanent exhibition and the temporary exhibitions of the Calouste Gulbenkian Museum received a total of 203,402 visitors, one third of whom came from Portugal.

Producing knowledge

Temporary exhibitions

“The Ages of the Sea”
25 October 2012 to 27 January 2013
Temporary Exhibitions Gallery in Main Building
Scientific curator: João Castel-Branco Pereira
Executive curator: Luísa Sampaio

This exhibition was a continuation of the 2012 programme. Consisting of six thematic sections, this ambitious project included 109 works of art, both those produced by major artists in the history of European painting and those produced by less well-known names that proved to be a most positive surprise for many visitors. Altogether, the exhibition received 57,914 visitors, of whom 21,805 came to see it between 2 and 27 January 2013.
“The Splendour of Cities. The Route of the Tile”

24 October 2013 to 26 January 2014
Temporary Exhibitions Gallery in Main Building
Scientific curators: Alfonso Pleguezuelo and João Castel-Branco Pereira
Executive curator: Jorge Rodrigues
Produced by: Ana Maria Campino
Exhibition design: Mariano Piçarra, with the support of Rita Albergaria

Based on the assumption that the temporary exhibitions organised by the Museum are suggested by the collection itself, “The Splendour of Cities” was perfectly in keeping with this programming logic by approaching an art object that was produced in the midst of some of the cultures that most interested Calouste Gulbenkian: those of the Islamic world, which are well represented at the Museum through its high-quality section of ceramic objects produced in Iznik, Turkey.

The azulejo, or glazed decorative tile, was approached for the first time from the point of view of a dialogue between different productions covering a wide area, from Central Asia to Western Europe and North Africa, as well as a time span ranging from the civilisation of Ancient Europe to the 21st century.
The exhibition was structured around five sections: “In the origins”, “Walls that talk”, “Ornamentation and transmitting messages”, “Poetic narratives” and “The tile under the sign of progress: 19th and 20th centuries”. Visitors were offered a route that led them past 171 pieces originating from 32 institutions and nine private collections in Belgium, Spain, France, the Netherlands and Portugal.

The Museum bore the costs of the restoration work undertaken on pieces considered to be essential for the exhibition belonging to the Gemeentemuseum, The Hague; Musée du quai Branly, Paris; Museo de Bellas Artes, Seville; Musées Royaux d’Art et d’Histoire, Brussels; Cité de la Céramique, Sèvres; and Musée des arts décoratifs, Paris, and Museu Nacional do Azulejo, Lisbon. The exhibition was visited by 38,353 people.

The complementary activities to the exhibition, conferences and concerts, the exhibition catalogue, small videos commenting on some of the exhibits and a film produced by João Mário Grilo are referred to later on in this chapter.

The exhibition was sponsored by the Visabeira group.
Temporary exhibition projects

“The Czars and the East. Gifts from Turkey and Iran in the Moscow Kremlin”
This exhibition, which was previously presented at the Arthur Sackler Gallery of the Smithsonian Institution in Washington, in collaboration with the Moscow Kremlin Museums, brings together more than sixty luxury objects, many of which had been offered to the Russian Czars by Ottoman Turkey and Safavid Iran.

“The Czars and the East” is the result of a fruitful collaboration between the Gulbenkian Foundation and the Kremlin Museums, which began with the exceptional loan of a significant group of pieces by René Lalique for the exhibition held about this artist in Moscow, from September 2010 to January 2011.

Originally planned for 2013, the opening of the exhibition has been postponed, for programming reasons, until 27 February 2014.

Executive curators: Maria Fernanda Passos Leite and Clara Serra.

“Drawings and Watercolours from the Calouste Gulbenkian Collection”
Curated by the person responsible for the conservation of the collection’s manuscripts and graphic arts, Manuela Fidalgo, this exhibition, which was also planned to be held in 2013, will now open to the public in June 2014. It will give visitors the chance to see a selection of drawings and watercolours that were acquired by Calouste Gulbenkian and which include works by Dürer, Watteau, Fragonard and Turner.

“A Shared History. Treasures from the Royal Palaces of Spain”
The exhibition, proposed by Spain’s Património Nacional, brings together 120 works of painting, sculpture, decorative arts and weaponry. It documents the role played by the Spanish court in the creation of artistic and architectural heritage, from the reign of Isabella I of Castile (*the Catholic Queen*) to the creation of the Prado Museum, in 1819, paying special attention to the family relations between the two Iberian royal houses.

Joachim Patinir, Cristovão de Morais, Sanchéz Coello, Titian, Caravaggio, Mengs, Luis Meléndez, Nicolas de Largilière and Goya will be among the artists represented at this exhibition, together with rare objects of gold and silverware, illuminated manuscripts and printed books, liturgical instruments, tapestries, etc.

“Ponto de Encontro/ Meeting Point”
This will be the first instance of an intervention in the permanent exhibition space that is designed to create a dialogue (or confrontation) between works from the collections of the Gulbenkian Museum and the Modern Art Centre, with the presentation of two to three pieces per year. “Ponto de Encontro/ Meeting Point” follows on from the initiative “A Work in Focus”, offering visitors the chance to discover some of the most stimulating works of art, reflecting on the different modes of representation at particular times and in different contexts. Rembrandt (*Portrait of an Old Man*, 1645) and Paula Rego (*Time, Past and Present*, 1990) will be the first of these confrontations.
Promoting knowledge

Exhibition catalogues

*The Splendour of Cities. The Route of the Tile*

Editorial coordination: João Carvalho Dias with the collaboration of Carla Paulino and Inês Antunes (interns)
Design: tvm Designers
2013 (351 pages)
ISBN: 978-972-8848-95-8
(English edition)

The Calouste Gulbenkian Collection of tiles was the starting point from which the exhibition’s curators developed the underlying theme of “The Splendour of Cities. The Route of the Tile”, reclaiming for the “small glazed clay square” the role of serving as a means for disseminating ideas and forms in a world which quickly became globalised through cultural and commercial exchanges. The catalogue that accompanies the exhibition, with contributions by various specialists and entries for 171 pieces (all of which are reproduced in the catalogue), is a document that is intended to serve as a stimulus for other similar sectoral approaches.

Other publications

*Medallions from Aboukir in the Calouste Gulbenkian Museum*

Karsten Damien
Editorial coordination: João Carvalho Dias
Design: Luís Chimeno
2013 (90 pages)
Bilingual edition (Portuguese/English)
500 copies

In continuation of the collection entitled “Treasures of the Museum”, which was dedicated to one piece or a small group of pieces on permanent exhibition, a study was published by Karsten Damen, an archaeologist, numismatist and curator of the Münzkabinett der Museen zu Berlin, dedicated to the group of gold medallions originating from a treasure discovered in Egypt (Aboukir) in 1902. Calouste Gulbenkian acquired 11 of the 20 original medallions, which, together with the copies existing in museums in Berlin, Baltimore and Thessaloniki, are fully studied and reproduced in this publication.

Brochures and leaflets

*Architecture – Islamic Heritage in Portugal*

A brochure distributed free of charge to visitors to the exhibition that was held at the Castelo de São Jorge, organised by the Calouste Gulbenkian Foundation in partnership with the Aga Khan Trust for Culture and Lisbon Municipal Council.
Design: Ricardo Viegas
Portuguese and English editions – 1,200 copies

*The Splendour of Cities. The Route of the Tile*

A brochure distributed free of charge to visitors to the exhibition (Portuguese and English versions)
Design: tvm Designers
Portuguese and English editions – 12,000 / 5,000 copies

Publications under preparation

› Exhibition catalogue “The Czars and the East”.
› Catalogue of the Drawings and Watercolours from the Calouste Gulbenkian Collection, publication timed to coincide with the opening of the respective exhibition.
› Catalogue of the Gothic ivories in the Calouste Gulbenkian Collection.
› Catalogue of the Japanese lacquers in the Calouste Gulbenkian Collection.
› Catalogue of the illuminated eastern manuscript books in the Calouste Gulbenkian Collection. This complex work will have the collaboration of the greatest specialists in this area.
Other activities

Conferences and talks

“Art of Mesopotamia”
As a result of the generous proposal and organisation provided by António J. G. Freitas, from the University of Minho, the Museum promoted this colloquium on 24 and 25 May, where the following papers were presented:
› “The discovery of Assyria”, Julian Reade, University of Copenhagen;
› “The vision about the king in Assyrian royal ideology. The standard inscription of Assurnasirpal II”, Francisco Caramelo, FCSH – New University of Lisbon;
› “The guardians of the palace entrance”, David Ker-tai, University College, London;
› “Cuneiform writing”, António J. G. de Freitas, Cehum, University of Minho;
› “Cylinder stamps: old and new”, Dominique Col-lon, British Museum;
› “The mythological motifs of the cylinder stamps in the Gulbenkian Collection”, Tiago de Brito Penedo, CHUL and CEC of the University of Lisbon;
› “Simeni Kahotan’al Libbeka (Cant. 8:6): functions and semantics of the sphragistics of the ancient Orient”, José Augusto Ramos, Faculty of Letters of the University of Lisbon.

This colloquium ended with the dramatised reading of some excerpts from Gilgamesh, performed by the actors Júlio Martin da Fonseca and Silvina Pereira.

“The routes of the tile”
Under the scope of the exhibition “The Splendour of Cities. The Route of the Tile” four lectures were given, on 4, 11, 18 and 25 November:
› “Between the Nile and Mesopotamia. The Dawn of Tiles (4000-400 BC)”, Annie Caubet, honorary general curator of the Louvre Museum, Paris;
› “Islamic Tiles”, John Carswell, retired professor from SOAS-School of Oriental and African Studies, London;
› “The particularities of a glazed clay square: the figurative tile in Portugal”, Ana Paula Rebelo Correia, FCSH – New University of Lisbon / ESAD-FRESS;
› “The Real Alcazar of Seville. House of Tiles”, Alfonso Pleguezuelo, University of Seville.
Building bridges with other arts

Concerts
In association with Vera Herold Produções Lda., the customary Sunday Concerts were held throughout the year in the Library/Museum Hall. These concerts maintained their normal level of attendance of more than three thousand people, once again confirming their popularity with the public, as has been the case since their inception in 1972.

As usual, brochures were produced to publicise the programmes and concerts in which the following musicians took part:
› Ana Beatriz Manzanilla and Nariné Dellalian (violin), Pedro Saglimbeni Muñoz (viola), Levon Mardanian (cello), Marina Dellalian (piano);
› Ana-Franco (soprano), André Baleiro (baritone) and João Paulo Santos (piano);
› Annemieke Cantor (mezzo soprano), Nuno Torka de Miranda (theorbo and lute), César Viana (flute) – at a recital conceived expressly for the exhibition “The Ages of the Sea”;
› the group Double Trouble: Rita Nunes (saxophone), Zdenka Kosnarova (piano);
› the Ensemble Darcos: Gaël Rassaert (violin), Rayes Gallardo (viola), Helder Marques (piano), conducted by Nuno Corte-Real;
› Isabel Vaz (cello), Daniel Kool (piano);
› Joana Serra (soprano), Hugo Oliveira (baritone), José Manuel Brandão (piano);
› Quarteto Arabesco: Denis Statsenko and Raquel Cravino (violins), Lúcio Studer (viola), Ana Raquel Pinheiro (cello).

The ensemble Capela Nova was invited to perform the last recital of the year – The Advent Concert, with 17 musicians taking part conducted by Fernando Pinto.

Production of the concert cycle: Fátima Vasconcelos.

This initiative continued to enjoy the patronage and support of the Japanese company jti.

COLLECTION

Promoting its heritage

Works loaned for temporary exhibitions
After carefully analysing the scientific rigour and relevance of the exhibition projects for which our items were requested, and after confirming their good state of preservation, the following works were loaned on a temporary basis:
› Daphne (inv. 81), by George Frederick Watts, for the exhibition “La Isla del Tesoro. Arte Británica de Holbein a Hockney”, at Fundación Juan March, Madrid, from 5 October, 2012 to 20 January, 2013.
› Boy Blowing Bubbles (inv. 2361), by Édouard Manet, for the exhibition “Portraying Life”, at the Royal Academy of Arts, London, from 26 January to 14 April.
› Lady and Child Asleep in a Punt under the Willows (inv. 73), by John Singer Sargent, for the exhibition “Au Bord de l’Eau. Loisirs et Impressionnisme”, Musée des Beaux-Arts de Caen, from 27 April to 29 September.
› Landscape comb (inv. 1192) and Forest pendant (inv. 1135), by René Lalique, for the exhibition “Magnificent Views! Landscapes in Jewellery”, at the Schmuckmuseum, Pforzheim, Germany, from 23 July to 13 October.
› Two coats (inv. 1456, 2229) and a carpet (inv. T99), for the exhibition “The Fascination of Persia”, at the Museum Rietberg, Zurich, from 26 September, 2013, to 12 January 2014.
› Wreck of a Transport Ship (inv. 260) and Plymouth with a Rainbow (inv. 374), by Joseph W. Turner, for the exhibition “Turner and the Sea”, National


› The Holford Book of Hours (inv. LA 210) and another book of hours (inv. LA 135) featured in the exhibition “360º Science Discovered”, in the Temporary Exhibitions Gallery of the Main Building of the Gulbenkian Foundation, from 2 March to 2 June.

› Twenty-three Iznik ceramic pieces from the 16th and 17th centuries (14 dishes, two jugs, a mug and two tile panels), two 17th-century Persian tulip holders and two Ottoman wall hangings together formed an extraordinary loan made to the exhibition “Un Jardí Singular”, at the Barcelona Ceramic Museum, which opened in 2012 and ended on 3 March 2013.

The Museum took part in the “Museum Festival”, which took place at FIL, Parque das Nações, from 14 to 17 November, where it was able to promote its activities to an even wider audience.
Preserving the heritage

Conservation and restoration
Work was completed on the programme for the rebinding of European illuminated manuscripts, which had already been restored after the floods at the Palácio Pombal, Oeiras, in 1967, under the supervision of Manuela Fidalgo, who is responsible for the conservation of western manuscripts at the Museum. The intervention was conducted by the restoration experts, Helena Nunes and Vasco Antunes, with restoration work being performed on Boccaccio’s *Des Clères et Nobles Femmes*, France, 15th century (inv. LA 143) and *Breviary of Duke Ercole d’Este*, Italy, 15th century (inv. LA 150). A film was made about the different phases involved in the rebinding of a manuscript, the above-mentioned breviary, thus recording for future memory the recovery work carried out on the manuscripts affected by the 1967 floods. Boxes were made for the storage of the western manuscripts and new supports were made for the whole collection of drawings and watercolours.

*Basket of Roses* (inv. 69), by Henri Fantin-Latour, was subjected to a restoration intervention carried out by the José de Figueiredo Conservation and Restoration Laboratory, after which it was returned to the permanent exhibition.

The collection’s most important paintings began to be protected by panes of glass or acrylic, for both conservation and security reasons.

The display case housing the Egyptian bronze sarcophagus with *Cats*, from the 26th dynasty (664-525 BC) was repaired and the piece was then reinstalled.

The sculpture *Jean d’Aire*, by Auguste Rodin (inv. 563) was removed from the interior garden and placed in the Museum’s entrance hall for conservation reasons.

Recording and promoting the heritage

Photographic works and the Photographic Archive
Throughout 2013, the photographers Catarina Ferreira and Carlos Azevedo continued their work of updating the Photographic Archive, producing more than six thousand high-resolution images of works from the Collection, and also lending their support to the publications promoted by the Museum, its exhibitions and other activities undertaken throughout the year (conservation work, conferences and talks, Educational Sector, openings, coverage of visits by special guests).

The Archive handled roughly 11,000 images, namely through:

- Introduction of digital images into the Archive
  - High and medium-resolution images of pieces from the collection: 6564
  - High and medium-resolution images of Museum initiatives: 1048
- Introduction of digital images from outside the collection
  - Catalogues and exhibitions: 532
- Removal and circulation of images from the archive
  - Images of Museum pieces loaned to outside entities: 1951
  - Images circulating internally: 1118

Documentation
The Museum continued its activity of renewing subscriptions to periodicals and other works of reference to support the different sections of this service, as well as offering publications to Portuguese and foreign institutions, together with the respective exchanges, which makes it possible to promote the Museum’s activities more widely.

*Portuguese* carpet, Persia (?), 17th century, Inv. T.89. © FCG / Carlos Azevedo.
Educational activities

Creating new audiences
The Calouste Gulbenkian Museum’s Educational Sector forms an integral part of the Gulbenkian Programme of Education for Culture and Science (PGECC), which links together in one single programme all the educational projects that have existed at the Foundation for several years, together with others that offer new approaches to the collections. This sector continued to develop its own activities, projects and programmes, whose specific nature is associated with the uniqueness of the Museum’s collections and their guiding principles.
Guided tours of the permanent exhibition and the temporary exhibitions

The work undertaken with the school groups and other organised groups was reflected, above all, in the number of guided tours to the permanent exhibition led by the Museum’s monitors, Isabel Oliveira e Silva and Maria do Rosário Azevedo, and the monitors provided by the company Bocte (working exclusively for the Foundation).

The school groups include students from basic pre-school education right the way through to higher education. The other groups include people from senior universities and academies, Portuguese and foreign cultural associations, professional associations, groups with special educational needs, leisure centres, Portuguese and foreign interns, as well as guests of the Calouste Gulbenkian Foundation.

Attention is also drawn to the projects that continued throughout 2013, namely the work with the Casa de Saúde do Telhal, and the “O Nosso Km2” (“Our Km2”) project, a partnership with the Gulbenkian Human Development Programme and the Catholic University of Portugal.

The two temporary exhibitions, “The Ages of the Sea” and “The Splendour of Cities. The Route of the Tile” had their own specific programmes of guided tours, which were aimed at an audience of children and young people, as well as at an adult audience. Besides these guided tours, educational activities were also organised related with the specific themes of each exhibition. The respective scientific curators also led guided tours of both temporary exhibitions.

**Annual total of projects**

- School groups: 31
- General public: 55
- Total: 87

**Annual total of events**

- School groups: 61
- General public: 1,193
- Total: 1,254

**Annual total of participants**

- School groups: 631
- General public: 21,075
- Total: 21,706

**Receipts generated**

- School groups: €3,205
- General public: €18,239
- Total: €21,444

* Includes free tours (taken without a monitor)
Thematic educational activities (Workshops)

Besides the high number of guided tours to the permanent exhibition and the temporary exhibitions, educational activities (workshops) were carried out at weekends, holidays and on special days, led by the monitors from the company Bocte. Attention is drawn in particular to:

› Easter activity, two two-day modules: “Rebirth/Restoration”, with participants from the age groups of 5-7 and 8-12.

› Summer activity, five four-day modules: “The Great Adventure: A Journey in 18th-century France”, with the participation of children from the age groups of 5-7 and 8-12.

› Weekend activities: “Museum for the Family”, with participants aged 4-12, accompanied by adults, and offering activities aimed at the age groups of 5-7, 8-12 and 12-15.

› Weekend activity, “Always on Sundays”, on the last Sunday of each month.

› Christmas activity, “Christmas at the Museum”, which lasted for three days and was offered to participants from the age groups of 5-7 and 8-12.

Special visits

Special guests of the Foundation, who were paying a visit to the Museum and the temporary exhibitions, were afforded particular attention by the monitors and the Museum director. We are referring in this case to the Turkish Minister of Culture, the Deputy Minister of Foreign Affairs of Singapore, the Minister of Culture of Mozambique, the Ministers of Foreign Affairs of Brazil and Kazakhstan, the President of the Prussian Foundation for Culture and the President of Spain’s Patrimonio Nacional.
DISSEMINATION
Multimedia

The Museum website and temporary exhibitions
The Museum website recorded a total of 1,449,133 visits in 2013, which represents a decrease of 23.9% compared to the previous year. Problems with the change in the location of the server, which resulted in difficulties in accessing the website and caused interruptions in the access to statistics, may have been the cause of such a significant fall in the numbers now recorded. It should be stressed that, from 2001, the year when the Museum’s website was first launched, until 2012, there had never been any fall whatsoever in the number of visits to the website.

Museum Website — Visualisations

The exhibition “The Splendour of Cities. The Route of the Tile” had a special micro-site of its own created for the occasion, allowing visitors to enjoy virtual contact with the exhibited pieces.

João Mário Grilo was specially commissioned by the Foundation to make a film that encapsulated the spirit of the exhibition, seen in accordance with the programmatic lines established by the curators and not from the visitor’s point of view. The film was produced at the end of 2013 and placed online in January 2014.

Following on from the competitive application process launched in 2012, the companies were chosen that would be responsible for the design (Seara.com) and development of the Museum’s new website (FullIt). The whole migration process was begun, together with the integration of new contents and the resolution of technical problems resulting from the incorporation of the website into the Foundation’s existing platform. The implementation of the new website and platform was completed in February 2014.

New contents related with the collection were prepared, and 135 new pieces were added with more detailed information, in collaboration with those responsible for the collection’s different sections and with the support of the Photographic Archive.

A small video was produced about the sculpture Jean d’Aire, one of the Bourgeois de Calais (inv. 567), by Auguste Rodin, for the Museum website.

Together with those responsible for the collection’s different sections, videos were also made about pieces from the various sections, which will be made available to the public through the new web platform provided for the Museum’s use. This series marks the beginning of the item “Discovering the Collection”, which will be continued in forthcoming years.

A virtual visit of the Calouste Gulbenkian Museum was also commissioned, which will make it possible for the Museum to be accessed by an ever more global audience that uses the internet as a recreational tool and as a source of knowledge. This new application will be made available on the Museum’s new website.

Audio-guided tours
The museum continued to provide its visitors with audio-guided tours of the Collection (in Portuguese, French, English and Spanish).

In collaboration with the company FCo, which was responsible for renting out the equipment, innovative proposals were sought for the development of other models of audio-guided tours of the collection and for the introduction of new technologies to support these tours.

Projects were also launched with the aim of holding audio-guided tours of the temporary exhibitions in 2014.
Museum Labels

In view of the need to reformulate the labels of the Museum’s exhibits, in response to suggestions made by the visiting public and with the aim of making them more legible and providing more information, steps were taken to begin the process of consultation, with the support of the intern Carla Paulino, in order to achieve a new graphical solution. The study was completed at the end of 2013 and a prototype will be installed at the beginning of 2014 in the display case of the European Manuscript Books, which has recently been remodelled. This task is expected to be completed by the end of the year.

The Museum Shop

Special attention continued to be given to the Museum shop, with an attempt being made to renew the different themes and to offer other products to the public, particularly specific items related to the temporary exhibitions. This happened, for example, with the exhibition “The Splendour of Cities”, through the production of objects made of textiles, paper, faience and porcelain, in a selection that was made in association with the Central Services Department.

Working in partnership

Cooperation with the Foundation’s other departments and outside institutions

The Museum regularly collaborates with the Foundation’s other departments, particularly the Central Services Department, the Art Library and the Communication Department.

The Museum’s cooperation with the Art Library is particularly noticeable in the regular transfer to its collection of books received through the exchanges or purchases made as part of the preparations for exhibitions and other research projects that may be of interest to the reading public.

The Museum’s photographer, Carlos Azevedo, is frequently called upon to document the Foundation’s initiatives, such as official visits and conferences. He began to make a photographic record of the Modern Art Centre’s collection of engravings, a task that will be continued in 2014, and he has also collaborated regularly with the Art Library for the production of images.

The senior technician Helena de Freitas presented a project for the inventorying, study and dissemination of the memory of the Calouste Gulbenkian Foundation’s exhibitions in the artistic field, with the aim of furthering its effective international projection and its participation in the broad debate that is currently taking place in the area of the history of exhibitions, which is seen as an emerging discipline in the history of art. This project will make it possible to construct a specific database, resulting in an online catalogue raisonné being made publicly available in 2019. Since this is a project that cuts across all of the departments — and is also of great importance for the history of the Foundation — it will be supervised directly by the Foundation’s President.

The restoration and conservation expert Rui Xavier continued his collaboration with the Ministry of Heritage and Culture of the Sultanate of Oman, as the coordinator of all the conservation and restoration works being undertaken on the collections of the museums of Oman. This required him to go on five missions to the country, alternating this with his assistance with the project in Lisbon, to join in the teams formed for the setting up and dismantling of temporary exhibitions.

The designer Mariano Piçarra, working with the support of Rita Albergaria, prepared the museographical projects for the exhibitions “Present Tense” (held in the Foundation’s main building and at the Delegation in France) and “Bamako” (held in the Foundation’s main building), both of which were promoted by the Next Future Programme. The same team collaborated on the project for the remodelling of the exhibition galleries of the Museu de Arte Contemporânea do Chiado, with a view to the installation of the permanent collection there.

Exhibition “Architecture. Islamic Heritage in Portugal”

Under the auspices of the award of the Aga Khan Prize for Architecture, the Calouste Gulbenkian Foundation, the Aga Khan Trust for Culture and Lisbon Municipal Council promoted an exhibition at the Castelo de São Jorge, offering visitors the chance
to discover some of the Islamic architectural heritage visible in present-day Portugal.

This exhibition was designed by Mariano Piçarra and was installed by this Museum’s museographical team.

Characteristics of the Catalogue:
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Editorial coordination: João Carvalho Dias, with the collaboration of Carla Paulino
Design: Ricardo Viegas
August 2013
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1,000 copies
In collaboration with the Aga Khan Trust for Culture

Other activities of the Museum’s staff
The Museum fosters the active participation of its technicians at conferences and other talks and debates.

The conservation expert and consultant Manuela Fidalgo gave a lecture with the title “Calouste Gulbenkian. Behind the scenes of an art library”, at the request of Vila Franca de Xira Municipal Council, at the Senior University.

The conservation expert Clara Serra, recently made responsible for the collection’s textiles section, took part in the Textile Symposium 2013, at the Rijksmuseum, Amsterdam.

The senior technician Jorge Rodrigues participated as a guest speaker at the international conference “Medieval Europe in Motion”, held in Lisbon, at the Institut Franco-Portugais, where he spoke about “Artists and building sites in the Middle Ages: the case of the Romanesque in Portugal”. He was also invited to take part in the 1st Seminar on Redemption and Eschatology in Portuguese Thought, organised by the Centre for Philosophy Studies of the Catholic University of Portugal, where he spoke about “Redemption and eschatology in Romanesque art in Portugal”. The paper entitled “The (disappeared) cloisters of the Romanesque period in Portugal” was presented at the international conference on “Cloisters in the Mediterranean World (10th-18th centuries)”, organised by the Institute of Art History of the Faculty of Social and Human Sciences of the New University of Lisbon.

The senior technician Helena de Freitas took part in the CAM conference cycle organised under the scope of the exhibition “Under the Sign of Amadeo”, presenting a paper entitled “The critical misfortune of Amadeo de Souza-Cardoso”.

The Museum director was a guest speaker at the colloquium “Azulejo Hoje” (“The Tile Today”), organised by Lisbon Municipal Council, where he presented a paper entitled “The simple ceramic square”, about the Museu Nacional do Azulejo, of which he was the director until 1998.

Internships at the Museum
The Museum welcomes interns, graduates and Master’s degree students who are given the opportunity to combine practical experience with the theoretical knowledge provided by their university. The interns are integrated into the Museum’s different sectors of activity – conservation and restoration, organisation of exhibitions and other events, research, publicity, publishing and photography.

In 2013, the Museum welcomed the following interns: Iwona Libucha, from Warsaw Castle, Inês Dias Antunes, Maria Salomé Ventura, Margarida de Sousa, Carla Paulino, Ana Gala and Tiago Paixão.

Quality Management Systems
After lengthy preparatory work, with contributions being made by all members of the Museum team in close collaboration with the Foundation’s support services, the Certification in Quality Management had already been obtained for the “Permanent Exhibition and Temporary Exhibitions of the Calouste Gulbenkian Museum” in 2012. In 2013, the certification for quality was renewed for the Museum’s permanent exhibition and temporary exhibitions (ISO 9001 quality management certification).

The level of satisfaction shown by visitors to the Museum was 88%, which was higher than the minimum established score of 85%. 20% of the materials used at temporary exhibitions were also recycled.
Total receipts: 1,934,464

Operating costs: 21,791,600

Departmental initiatives: 5,545,965

Personnel costs: 6,440,776

Subsidies and grants: 14,826

Total personnel costs: 6,440,776

Investment: 18,252

Receipts: 1,934,464

AMOUNTS IN EUROS
Music Department

The aim of the Music Department is to contribute to the enhancement of the country’s musical culture through the dissemination of the national musical heritage, support for contemporary artistic creation and vocational training for musicians, basing its activity on international standards of the highest quality.
Throughout 2013, the intervention of the Music Department continued to follow the same strategic guidelines as it had done in previous years in terms of its established objectives. Its activity was centred on the Gulbenkian Música Season, which is structured around the Foundation’s resident musical ensembles – Coro (Choir) and Orquestra (Orchestra) Gulbenkian –, where a broad and diversified programme was presented.

Conceived with the dual intention of hosting the conventional repertoire of the concert halls and, at the same time, disseminating new creations and/or alternative approaches to the musical heritage, the programming of events, for the part of the 2013-2014 season that took place at the end of the year, was conditioned by the refurbishment work undertaken at the Gulbenkian Grand Auditorium, which had begun in June 2013. As a result of this work, concerts and other performances were transferred to various venues in Lisbon, namely to the Centro Cultural de Belém, Culturgest and the Igreja de São Roque, among others, depending on the nature of each proposal within the programme.

One of the main highlights of the music programme for 2013 was the Debussy+ Festival, organised in conjunction with the Institut Français du Portugal, where a new production was presented of the French composer’s scenic and dramatic work, besides other concerts, films, meeting with artists and debates. Also slotted into the programme was an artistic residency of the composer Marc-André Dalbavie, which enriched the dialogue between past and present.

As far as stage productions are concerned, one of the most important events was the première in Portugal of the opera Emilie, by the composer Kaija Saariaho, with a libretto by Amin Maalouf, jointly commissioned by the Calouste Gulbenkian Foundation and the Opéra de Lyon, where the work had been given its world première in 2010; as well as the presentations of new productions of Henry Purcell’s opera Dido and Aeneas, and George Benjamin’s Into the Little Hill, both directed by Luca Aprea, as well as Giuseppe Verdi’s Falstaff, directed by Rosetta Cucchi, this latter opera being integrated into a series of concerts evoking the work of Shakespeare.

As far as dance is concerned, mention should be made of the proposal that Sasha Waltz brought to the Grand Auditorium with the choreographic concert Gefaltet, which placed it somewhere between the universe of Mozart and the new German music, as well as the joint creation by the film and stage director Marco Martins, the composer Pedro Moreira, the writer Gonçalo M. Tavares and the dancers Sofia Dias and Vítor Roriz, entitled Two Maybe More.

At another level, mention should also be made of a cycle that began in early 2013 and which will continue over several seasons, allowing audiences to hear the four symphonies of Luís de Freitas Branco, as well as the full presentation of the complete piano sonatas of Franz Schubert, by the pianist Elisabeth Leonskaja. The cycle dedicated to the string quartets by this same composer, performed by the Cuarteto Casals, which had begun the previous year, came to an end, and Beethoven’s five piano concertos were presented, with Rudolf Buchbinder as the soloist.
Away from the music season itself, a significant change was made, during the course of 2013, to the Foundation’s intervention in support of vocational musical training. Together with a series of courses and workshops designed specifically to provide the musical improvement that the Music Department had been offering, practical training activities were provided to young instrumentalists and singers, with the first edition of the Gulbenkian Workshop for Orchestra, which is designed to provide musicians just starting out in their careers, or at an advanced stage in their training, with orchestral experience, as well as a workshop/concert that brought together members of various youth choirs with the Coro Gulbenkian. These initiatives will be described in greater detail later on.

**Orquestra Gulbenkian**

The activity of the Orquestra Gulbenkian continued to be mainly centred on the Gulbenkian Música Season, with 57 of its 79 public performances throughout 2013 forming part of this programme. Twenty-nine of these performances were held in collaboration with the Coro Gulbenkian. Being responsible for most of the symphonic repertoire that was played during the season, the Orquestra Gulbenkian played an active role in the already mentioned Debussy+ Festival, presented a cycle of four different programmes with works by various composers that made direct references to Shakespeare (*Shakespeare in Music*), and was responsible for the presentation of most of the premières included in the Music Season’s programme, whether these were Portuguese premières – *Émilie*, by Kaija Saariaho, and *Alfama*, by Andreia Pinto-Correia – or world premières – *Chansons de Debussy*, by Marc-André Dalbavie (orchestration) and *Prece Em*, by João Ceitil (the work that was awarded the SPA/Antena 2 Composition Prize for 2013).

In its regular performances in the Music Season, the Orquestra Gulbenkian played a vast repertoire that covered different periods and styles, ranging from masterpieces of the orchestral and choral-symphonic repertoire to works that are less frequently heard in concert halls, as were the cases with *Mass* by Igor Stravinsky, *The Death of Manfred*, by Luís de Freitas Branco, *Symphonic Concertante*, by Szymanowski, and *Messa a Due Chori Tutti Piena*, by Giovanni Giorgi. Besides its own chosen repertoire, the ensemble participated in a concert with the Angolan singer Waldemar Bastos, one of the leading vocalists in the Portuguese-speaking world, as well as in a multimedia artistic project developed by the musician Victor Gama, *Vela 6911*. The Orquestra Gulbenkian also included in its activity programmes that were designed specifically for a younger and family audience, in collaboration with the Gulbenkian Education for Culture and Science Programme.

Outside the scope of the music season, attention should be drawn to the decentralising activity of the Orquestra Gulbenkian, which led to its performing at various venues outside Lisbon, with concerts in Almada, Coimbra, Leiria, Mafra, Porto, São João da Madeira and Sintra, in collaboration with some of the country’s most important music festivals and cultural institutions.

In parallel to this, the Orquestra Gulbenkian continued to fulfil its important role in the support that the Music Department provides to the development and promotion of young musicians at the beginning of their careers. In this regard, the Orquestra Gulbenkian was once again associated with the Young Musicians’ Award, organised by Antena 2/rtp, which has established itself as the leading vehicle for revealing artistic potential in Portugal in the field of music. The orchestra performed in two concerts with the prize-winning soloists from this competition. At the same time, the Orquestra Gulbenkian also participated in a workshop for young singers and pianists under the auspices of the European Network of Opera Academies (ENO/A), of which the Foundation is a member.

At an international level, the Gulbenkian Orchestra once again took part in the prestigious “Kissinger Sommer” Festival, at Bad Kissingen, in Germany, where it gave a concert conducted by Lawrence Foster with the collaboration of the Prague Philharmonic Choir, and, for the third time in its history, it also toured China, performing concerts in Beijing, Guangzhou and Macau.

As far as the orchestra’s recording activity is concerned, the recordings of works by Richard Strauss
and Carl Maria von Weber were completed and these were included on a CD launched as part of the commemorations of the 50th anniversary of the Gulbenkian Orchestra, held during the 2012-2013 season. With Lawrence Foster as conductor, the CD also had the following musicians performing as soloists: the clarinettist Esther Georgie, the oboist Pedro Ribeiro, the bassoonist Ricardo Ramos and the violist Samuel Barsegian.

In 2013, Lawrence Foster completed his second term as musical director of the Orquestra Gulbenkian, a position that he had held over eleven years, being awarded the title of conductor emeritus. The conductor Paul McCreesh took over this position in the same year, while Susanna Mälkki was appointed principal guest conductor and Pedro Neves was given the title of guest conductor, a position that Joana Carneiro maintained in 2013. Claudio Scimone continued as honorary conductor.
Artists who collaborated with the Gulbenkian Orchestra in 2013

CONDUCTORS
Ainars Rubikis
Alain Altinoglu
David Afkham
David Zinman
Ernest Martinez
Jakub Hruša
Joana Carneiro
Lawrence Foster
Leonardo Garcia Alarcón
Marc-André Dalbaivie
Michel Corboz
Paul McCreesh
Pedro Neves
René Jacobs
Rui Pinheiro
Samuel Barsegian
Ton Koopman

SINGERS
Alejandro Meerapfel
Alexander Vinogradov
Ana Maria Pinto
Andrew Staples
Andris Ludwig
Anu Komsi
Badri Maisuradze
Barbara Hannigan
Bernarda Fink
Nathalie Gaudentroy
Carolina Figueiredo
Daniel Kotlinski
David Lameli
Dietmar Kerschbaum
Dina Kuznetsova
Fernando Guimarães
Hilary Summers
Hugo Oliveira
Igor Gnidii
Isabelle Cals
Ivan Momirov
Jeremy Ovenden
Joana Seara
Jochen Schmeckenbecher
Jonathan Lemalu
Karen Vourc’h
Karita Mattila
Lester Lynch
Letizia Scherrer
Liliana Faraon
Luis Rodrigues
Marianne Crebassa
Marie Kalinine
Michaela Kaune
Monica Groop
Neal Davies
Noah Stewart
Nuno Dias
Paul Kaufmann
Renée Morloc
Robin Blaze
Rudolf Rosen
Ruth Ziesak
Sebastian Noack
Simona Ivas
Sophie Bevan
Susan Gritton
Tilmann Lichdi
Yuriy Myinenko
Zandra McMaster
VIOLINISTS
Alina Pogostkina
Benjamin Schmid
Chao Bin
Henning Kraggerud
Lena Neudauer
Pedro Meireles
DIENUT POPPEN
Ricardo Gaspar
PIANISTS
Alexander Lonquich
Paul Lewi
Pedro Gomes
Piotr Anderszewski
Rudolf Buchbinder
URi CAINE
FLAUTIST
Cristina Ánchel
Clarinetist
Jürg Widmann
Trumpeter
Reinhold Friedrich
ORGANIST
Marcelo Giannini
Percussionist
Li Biao
ACTORS
Blanche Konrad
Éric Bougnon,
Fernando Luis
Micha Lescot
Teresa Gafeira
Stage directors
André E. Teodósio
António Lagarto
Mervon Mehta
Rosetta Cucchi
Vasco Araújo
ENSEMBLES
Trio Arriaga
Children’s Chamber Choir
of the Academia de Música
de Santa Cecilia
Prague Philharmonic Choir
In 2013, the Coro Gulbenkian’s main activity continued to be linked to the performance of the choral-symphonic repertoire presented in the context of the Gulbenkian Música Season. Working in close association with the Orquestra Gulbenkian, the choir incorporated 37 of its 54 public performances into this programme, allowing audiences the chance to hear such key works from this musical heritage as *A German Requiem*, by Johannes Brahms, *Romeo and Juliet*, by Berlioz, *The Creation*, by Joseph Haydn, *Mass in G Minor* and *Christmas Oratorio*, by J. S. Bach, among others, while also taking part in the stage productions of *Le Martyre de Saint Sébastien*, by Claude Debussy, which was included in the programme of the already mentioned festival devoted to that composer, and *Falstaff*, by Giuseppe Verdi.

The Coro Gulbenkian was also involved in projects undertaken in collaboration with other ensembles, namely the baroque orchestra Divino Sospiro, with whom it presented several concerts, including a semi-staged production of *L’Orfeo*, by Monteverdi, and the Lisbon Metropolitan Orchestra, at the première of António Pinho Vargas’ *Magnificat*, performed at the concert given to mark the 20th anniversary of Culturgest.

At the international level, attention is drawn to the participation of the Coro Gulbenkian at the Festival d’Aix-en-Provence, where it gave seven public performances, participating in the production of *Elektra*, by Richard Strauss, conducted by Esa-Pekka Salonen and staged by Patrice Chéreau, and presenting two *a cappella* programmes, conducted by Michel Corboz and Jorge Matta. The Coro Gulbenkian also performed with the Real Filharmonia de Galicia, conducted by Antoni Ros Marbà, at a concert in Santiago de Compostela.

As far as recordings are concerned, the choir recorded a programme dedicated to 17th-century musical practice in Coimbra, with religious works by Dom Pedro de Cristo and Dom Pedro da Esperança and previously unheard Christmas carols, presented at a concert at the Igreja de São Roque, conducted by Jorge Matta.

Michel Corboz continued as the Coro Gulbenkian’s chief conductor, with Jorge Matta remaining as assistant conductor.
Artists who collaborated with the Coro Gulbenkian in 2013

CONDUCTORS
Alain Altinoglu
Antoni Ros Marbà
Cesário Costa
Enrico Onofri
Esa-Pekka Salonen
Jorge Matta
Lawrence Foster
Leonardo García Alarcón
Michel Corboz
Paul McCreesh
Ton Koopman

SINGERS
Alejandro Meerapfel
Alexander Vinogradov
Ana Maria Pinto
Ana Quintans
André Baleiro
Andrew Staples
Andris Ludvig
Antonio Abete
Badri Maisuradze
Bernarda Fink
Carolina Figueiredo
Céline Scheen
Deborah York
Dietmar Kerschbaum
Dina Kuznetsova
Fátima Nunes
Fernando Guimarães
Fulvio Bettini
Hilary Summers
Hugo Oliveira
Igor Gnidii
Isabelle Calis
Ivan Momirov
Jeremy Ovenden
Joana Seara

TRUMPETERS
Job Arantes Tomé
Jochen Schmeckenbecher
Jonathan Lemalu
Karen Vourc’h
Lester Lynch
Letizia Scherrer
Liliana Faraon
Luciana Mancini
Luís Rodrigues
Marianne Crebassa
Marie Kalinine
Marta Hugon
Michaela Kaune
Mirko Guadagnini
Monica Groop
Nathalie Guadefroy,
Neal Davies
Noah Stewart
Nuno Dias
Patrycja Gabrielse
Paul Kaufmann
Pedro Cachado
Renée Morloc
Robin Blaze
Romina Basso
Rudolf Rosen
Ruth Ziesak
Sebastian Noack
Simona Ivas
Sophie Bevan
Susan Gritton
Terry Wey
Tilman Lichdi
Zandra McMaster
Violinist
Reyes Gallardo
Double Bass Player
Bernardo Moreira
Bassoonists
Elena Bianchi
Stefano Vezzani

JOÃO RODRIGUES

ANTONIO ABETE

ALEJANDRO MEERAPELF

ANTONIO ROS MARBÀ

ALEXANDER VINOGRADOV

ANNA MARIA PINTO

ANA QUINTANS

ANDRÉ BALEIRO

ANDREW STAPLES

ANDRIS LUDVIG

ANTONIO ABETE

BADRI MAISURADZE

BERNARDA FINK

CAROLINA FIGUEIREDO

CÉLINE SCHEEN

DEBORAH YORK

DIETMAR KERSCHAUBM

DINA KUZNETSOVA

FÁTIMA NUNES

FERNANDO GUIMARÃES

FULVIO BETTINI

HILARY SUMMERS

HUGO OLIVEIRA

IGOR GNIDII

ISABELLE CALIS

IVAN MOMIROV

JEREMY OVENDEN

JOANA SEARA

TRUMPETERS

JOÃO MOREIRA

REINHOLD FRIEDRICH

TROMBONIST

HELDER RODRIGUES

SAXOPHONIST

PEDRO MOREIRA

PIANISTS

NICHOLAS MACNAIR

ÓSCAR GRAÇA

ORGANISTS

MARCELO GIANNINI

MIGUEL JALÔTO

DRUMMER

BRUNO PEDROSO

ACTORS

BLANCHE KONRAD

ÉRIC BOUGNON

MERVON MEHTA

MICA LESCOT

DANCERS

SOFIA DIAS

VÍTOR RORIZ

STAGE DIRECTORS

LUCA APREA

MARCO MARTINS

PATRICE CHÉREAU

ROSETTA CUCCHI

VASCO ARAÚJO

ENSEMBLES

CÃO SOLTEIRO

CHILDREN’S CHAMBER CHOIR

OF THE ACADÉMIA DE MÚSICA

DE SANTA CECÍLIA

DIVINO SOSPIRO

MÚSICOS DO TEJO

ORQUESTRA METROPOLITANA

DE LISBOA

FIHARMÓNIA DE GALICIA
Recitals and chamber music

The recitals given by guest musicians under the scope of the Gulbenkian Música Season were distributed among a range of different series depending upon their nature. Performing in the piano cycle were Leif Ove Andsnes, Yefim Bronfman, Gabriela Montero, Murray Perahia and Elisabeth Leonskaja, the last of whom gave six recitals at which she played Schubert’s complete piano sonatas.

This same composer was celebrated by the Cuarteto Casals, who had already begun the presentation of Schubert’s string quartets in the course of the previous year and completed it in 2013 with four recitals. Besides this quartet, the Jerusalem Quartet also played in a programme dedicated to Mozart, Janáček and Smetana.

Also in the field of chamber music, attention is drawn to the recitals given by soloists of the Orquestra Gulbenkian in the Grand Auditorium, after the afternoon orchestral concerts.

During 2013, recitals were given by the flautists Cristina Ánchel and Sophie Perrier, the oboist Pedro Ribeiro, the clarinettist José María Mosqueda, the violinists Alexandra Mendes, Ana Beatriz Manzanilla, Cecília Branco, Felipe Rodriguez, Jorge Teixeira, Oléguer Beltran-Pallarés and Pedro Meireles, the violists Barbara Friedhoff, Christopher Hooley, Lu Zeng and Samuel Barsegian, the cellists Jeremy Lake, Levon Mouradian, Maria José Falcão, Martin Hennecken and Varoujan Bartikian, the double bass players Manuel Régo and Marc Ramirez, the pianist José Brandão, the harpist Coral Tinoco and the percussionist Rui Sul Gomes.

Great World Orchestras

Although much of the symphonic repertoire presented at the Gulbenkian Música Season is performed by resident ensembles, their work is also complemented with performances given by highly prestigious orchestras from around the world. Thus, also playing at the Grand Auditorium were the Royal Concertgebouw Orchestra, at a concert conducted by Mariss Jansons with the violinist Leonidas Kavakos as the soloist, the Orchestre des Champs-Élysées with the cellist Marie-Elisabeth Hecker, conducted by Philippe Herreweghe, the Mahler Chamber Orchestra, presenting Mozart’s concerts with Mitsuko Ushida performing as both conductor and soloist, and the Gustav Mahler Jugendorchester, which once again was in residence at the Calouste Gulbenkian Foundation, performing four concerts with the collaboration of the pianist Leif Ove Andsnes and the conductors Herbert Blomstedt and Leo MacFall.
Early Music

The Early Music series offers historically informed interpretations, in an attempt to bring the musical performance close to what it is believed would have been the practice at the time when the music was created. Covering roughly two centuries of music history, from Monteverdi to the pre-classical period, the programming of this cycle for 2013 included performances by the mezzo-soprano Joyce DiDonato with Il Complesso Barocco, conducted by Alan Curtis, the orchestra Divino Sospiro, who, together with the Gulbenkian Choir and conducted by Enrico Onofri, brought audiences a semi-staged version of L’Orfeo by Monteverdi, with participations by the singers Fulvio Bettini, Ana Quintans, Mirko Guadagnini, Fernando Guimarães, Romina Basso, Luciana Mancini, Hugo Oliveira and Antonio Abete, the ensembles of the Amsterdam Baroque Orchestra and Choir conducted by Ton Koopman, with the singers Dorothee Mields, Maarten Engeltjes, Tilman Lichdi, Klaus Mertens and Jasper Scheppe as soloists, the Ludovice Ensemble with the baritone Hugo Oliveira, conducted by the organist Miguel Jalóto and the Accademia del Piacere conducted by Fahmi Alqhai.

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Over the years, the “World Music” series has brought to the Gulbenkian Música Season the diversity that is reflected in the enormous mosaic formed by the many different and highly particular musical practices and approaches that we now witness today. In 2013, this series brought together such contrasting personalities as the highly acclaimed violinist Viktoria Mullova and the Spanish singer Paco Ibañez. The Russian violinist returned to the stage of the Grand Auditorium with the project *The Peasant Girl*, which was very different from the type of concert that she normally offers her audiences. Accompanied by cellist Matthew Barley, pianist Julian Joseph and percussionists Sam Walton and Paul Clarvis, Mullova, jazz, Kodally and Bartok to construct an eclectic view of what for her constitutes music. Remaining faithful to his vocation of putting the great poetry written in Spanish to music, Paco Ibañez sang poems by Latin American authors, backed by Mario Mas (guitar), César Stroscio (bandoneon) and Gorka Benítez (saxophone).

*Vela 6911* was the title of a multimedia show devised by Victor Gama, based on the logbook left by Lindsey Rooke, who took part in the nuclear tests undertaken in the Antarctic in 1979. The original music of this piece was performed on instruments invented and constructed specifically for this occasion, played by the composer himself and by Salomé Pais Matos, with the collaboration of members of the Orquestra Gulbenkian, conducted by Rui Pinheiro. This project was further complemented by the screening of the documentary film *Tectonik: TOMBWA – Geografias em Colisão*, made by the author of the project.

From a completely opposite perspective, the cultural conventions of the Middle East were brought to the Calouste Gulbenkian Foundation by the Ensemble Al-Kindî, who, in their research into traditional Arab oral repertoires from Syria, Egypt, Iraq and Tunisia, also transmit reflections of the Ottoman hegemony. Moving further east, Amjad Ali Khan and his two sons Amaan and Ayaan brought with them the Indian classical tradition in a *sarod* trio, playing this remarkable stringed instrument in that context. Finally, in this same series, there was also a performance by the Accademia del Piacere, of Fahmi Alquai, who were also present in the Early Music Series and this time presented a programme entitled *Idas y las Vueltas*, which bears witness to the intercultural exchanges made possible by the voyages undertaken during the era of the Overseas Discoveries.

**“Met Opera Live in HD”**

In 2013, the presentation of live video broadcasts of opera from the Metropolitan Opera House in New York were continued, allowing audiences to accompany one of the most prestigious seasons of lyric song. Due to the refurbishment work on the Gulbenkian Grand Auditorium, the recitals that took place between October and December 2013 were shown at Culturgest, thus guaranteeing the transmission of the full season of broadcasts. During the year, the Lisbon audience had the opportunity to watch the operas *Les Troyens*, by Hector Berlioz, *Maria Stuarda*, by Gaetano Donizetti, *Rigoletto*, by Giuseppe Verdi, *Parsifal*, by Richard Wagner,

“Jazz in August” festival

The “Jazz in August” Festival, under the continued artistic direction of Rui Neves, commemorated its 30th anniversary in 2013, presenting ten concerts in the Open-Air Aphitheatre of the Calouste Gulbenkian Foundation from 2 to 11 August. To mark the three decades of the festival’s existence, the book Chegadas/Partidas: Novos Horizontes no Jazz (Departures/Arrivals – New Horizons in Jazz), was published in Portuguese and English editions containing biographical essays by the highly regarded critics Bill Shoemaker, Stuart Broomer and Brian Morton about a selected group of fifty musicians who have performed at the festival over the years and who best define its identity.

As this event coincided with the 30th anniversary of the Modern Art Centre, where the project first began on 1 August 1984, “Jazz in August 2013” associated itself with this landmark by programming an
inaugural concert with the singer Maria João, who had performed at the festival’s first concert thirty years earlier.

In the same spirit of commemoration, the festival also associated itself with the 60th birthday of the American musician John Zorn, presenting three concerts, each of them with separate performances of his projects: The Dreamers, Essential Cinema and Electric Masada. A summarised version of four experimental films produced by the musician was also screened, presented under the title of *John Zorn’s Treatment for a Film in Fifteen Scenes* (2011).

The memory of the American drummer Max Roach, who died in 2007, but had been present at the festival’s 1995 edition, was evoked by the group Drumming, who reconstructed the legacy of Max Roach M’Boom, a percussion group whose music marked the 1980s. Scandinavian jazz, which has been a regular presence at the festival, was again to be found here with two different groups: the trio Elephant9 and The Thing XXL, in an enlarged version of the original group that had first appeared at “Jazz in August” in 2004. The American trumpeter Peter Evans, who had first revealed himself on his European debut in Portugal at “Jazz in August” in 2009, presented his new octet, while the American saxophonist and composer Anthony Braxton brought his most recent project, the Falling River Music Quartet. The new generation of New York jazz musicians was also represented by the guitarist Mary Halvorson and her quintet. At the closing concert, a peculiar project was presented, Pharoah & the Underground, with the legendary saxophonist Pharoah Sanders playing in two trios led by the trumpeter Rob Mazurek, Chicago Underground and São Paulo Underground.

The 2013 edition was complemented by the full screening of *aTensãoJAZZ*, a documentary in ten episodes by Rui Neves and Paulo Seabra, portraying the history of jazz in Portugal, as well as the showing of two of the festival’s historic concerts from the archives of the Portuguese state television company RTP: World Saxophone Quartet (1987) and Sun Ra Arkestra (1985).

**Theatre / Music**

Having been an integral part of the Gulbenkian Música Season since 2011, the Theatre / Music series continued its association with the Teatro Maria Matos in 2013, exploring the links between music, theatre, the visual arts and dance. The soprano Barbara Hannigan performed the role of Émilie de Châtelet, in the opera by the composer Kaija Saarilhao, which is centred on that controversial figure from the French Enlightenment, with a libretto by Amin Maalouf. At its Portuguese première, the opera was directed by Vasco Araújo and André E. Teodósio, with the participation of the Orquestra Gulbenkian conducted by Ernest Martínez Izquierdo. In homage to the film *Teorema*, by Pier Paolo Pasolini, Jean-Philippe Clarac and Olivier Deloeuil brought Debussy’s *Le Martyre de Saint Sébastian* to the stage, in a co-production with Cité de la Musique, Arsenal de Metz, the Brussels Philharmonic and Le L@b. In Lisbon, this performance enjoyed the participation of the Coro and Orquestra Gulbenkian conducted by Alain Altinoglu. New interpretations of Purcell’s *Dido and Aeneas*, and George Benjamin’s *Into the Little Hill*, were presented by the director Luca Aprea, who enjoyed the collaboration of António Lagarto in the artistic direction of these productions, performed together in one single programme, with the Gulbenkian Orchestra conducted by Pedro Neves and the Gulbenkian Choir and Músicos do Tejo conducted by Marcos Magalhães.

In the field of dance, Sasha Waltz presented *Gefaltet*, a choreographic concert that places Mozart in confrontation with the music of Mark Andre, the composer who is also jointly involved in this artistic project. Also in relation to dance, in this case the work of the dancers Sofia Dias and Vítor Roriz, the Foundation saw the birth of the project presented by Marco Martins, *Two Maybe More*, with the collaboration of the composer Pedro Moreira, the writer Gonçalo M. Tavares, the set designer Artur Pinheiro and the light designer Nuno Meira, once again with the participation of the Coro Gulbenkian and musicians from the Lisbon Gulbenkian and musicians.
At another level, *Les Pendus* was the result of an encounter between the writing of Josse De Pauw and the music of Jan Kuijken, who decided to use this concert to pay a poetic tribute to critical thinking and freedom of expression. And lastly, the pianist Joana Sá presented *Elogio da Desordem*, a multimedia show that was performed solo and explored the boundaries between the acoustic and electronic universes and our visual perception of these.

**Films and conferences**

The Gulbenkian Música Season also promoted various parallel activities linked either directly or indirectly to the 2013 concert programme. To coincide with the visit of the Royal Concertgebouw Orchestra to Lisbon, Robert Neumüller’s *Music Is the Language of Heart and Soul – A Portrait of Mariss Jansons* was shown. This film is centred on the personality of the orchestra’s mythical artistic director and was presented at a conference entitled “Royal Concertgebouw Orchestra 125 years: the method of excellency”, which was held to mark the 125th anniversary in 2013 of one of the most important modern-day musical ensembles. On the theme of Shakespeare, and as a complement to the programming of the Orquestra Gulbenkian’s “Shakespeare in Music” concert series, the films *Romeo & Juliet*, directed by Franco Zeffirelli, *A Midsummer Night’s Dream*, directed by M. Reinhardt and W. Dieterle, and *Falstaff*, directed by Orson Welles, were shown, with Augusto M. Seabra also giving a talk upon this subject. To mark the complete performance of Schubert’s string quartets, the Cuarteto Casals gave a talk about the composer, and a session was also held to launch a CD by the Orquestra Gulbenkian with works by Luís Tinoco recorded during the previous year.

**Educational activities**

The Music Department’s intervention in the educational area in 2013 was seriously affected by the refurbishment work carried out on the Grand Auditorium and its adjacent areas, so that it took place almost exclusively in the first half of the year.

Even so, the Music Department promoted various projects in this area, which meant a significant change in its strategy, calling for a greater integration of educational activities, both those aimed at the general public and those with a vocational content, throughout all of its interventions, particularly those relating to the musical ensembles in residence as a central feature of the Gulbenkian Música Season.

A close link was therefore maintained with the Music Department’s musical programme, and the non-vocational educational activity was conceived in such a way as to take into consideration the themes, repertoires and musical genres presented during the season, while also ensuring a diversified supply both in terms of contents and in terms of the target audiences – children and young people, families and/or a general public interested in deepening their knowledge in certain fields. In collaboration with the Gulbenkian Education for Culture Programme – *Descobrir* (“Discover”), there was a continuation of the structural logic already defined in previous years, with 32 events being held, consisting of workshops, visits, courses, concerts and pre-concert talks in a total of 115 sessions.

As far as visits were concerned, attention is drawn to the proposal presented by Gonçalo Marques entitled *Jam! Introduction to Jazz and Improvisation*, which used the language of jazz to encourage participants to internalise the improvisational processes of that musical genre; the journey into the imaginary world of Mozart in *Mozart through Time*, a project devised by Carlos Pereira; or the sharing of the experience of being on stage and of the daily life of the musician, presented by the singer Verena Wachter Barroso in *Musicians on Stage! Five Minutes to the Start of the Show*.

As for the workshops that were organised, Erica Mandilo and João Lucena e Valle concentrated on choral work as an example of group dynamics, helping participants to discover and explore their musical creativity in a programme entitled “The Voice in Movement”. The construction of musical instru-
ments, conventional or otherwise, was an experience shared by the Angolan musician Victor Gama when he proposed the use of previously unseen instruments of his own making at the multimedia show Vela 6911 referred to earlier. This experience was also brought to an educational context in the Txiumba-pió workshop. The Music Department’s cooperation with the Casa da Música’s educational department, in Porto, was also maintained, in the context of the “Digitópia” project, which explores the potential of the new technologies as a vehicle for the enrichment of the musical experience, besides providing a diversified supply of programmes that cover different artistic expressions (music, dance, visual arts, writing and dramatic expression): Ritmânia (Rhythmania), by António Pedro and Natanael Rego; Histórias à Luz do Luar (Stories in the Moonlight), by Margarida Botelho; A Música dos Planetas (The Music of the Planets), by Carlos Garcia; Música dos Sonhos (The Music of Dreams), by Francisco Cardoso; and Pedros, Lobos, Patos e Gatos (Peters, Wolves, Ducks and Cats), by Maria Remédio.

At the vocational level of educational activities, the Music Department developed two new projects in 2013, strengthening its support for the musical training of young musicians.

At the instrumental level, the first Estágio Gulbenkian para Orquestra (Gulbenkian Orchestral Training Course) took place at the University of Aveiro, a project that has as its main aims to promote the symphonic orchestral experience and to develop the individual capacities and artistic level of young Portuguese instrumentalists as orchestral musicians. Under the artistic direction of the conductor Joana Carneiro and the guidance of tutors for the various sections of the orchestra, 74 young instrumentalists took part in this course, working intensely for seven days in the preparation of an orchestral repertoire. This training activity culminated in a public concert performed at the Reitoria of the University of Aveiro, conducted by Paul McCreesh (Symphony No. 100, the “Military” Symphony, by Joseph Haydn), the head conductor of the Gulbenkian Orchestra, and the artistic director of the Estágio Gulbenkian para Orquestra herself (Symphony No. 4, by Piotr Tchaikovsky).

In the vocal field, where the main aim is to stimulate amateur choral practice among young people, and, at the same time, to increase the technical and artistic level among the country’s choral community, a choral workshop was held, which involved various ensembles: the Choir of the Lisbon Higher School of Music, Coro Peregrinação, Coro Musaico, the Choir of the Lisbon Gregorian Institute, Coro Viana Vocale and Coro Spatium Vocale. The workshop was run by the conductor Paul McCreesh, with the help of João Branco, Rachel Joy Stauton and Greg Beardsell in the preparation of the participants. At the end of this project, a concert was given in the Basílica de Mafra, in which members of the Gulbenkian Choir and Orchestra also took part, with the performance of Mass No. 2, in E Minor, by Anton Bruckner.
Courses and seminars

Under the auspices of the European Network of Opera Academies (enoa), a network of European institutions dedicated to musical production and training in the field of theatre and music, two workshops were held at the Foundation, with Portuguese and foreign musicians, the latter being associated with our partners in this network.

Aimed at singers and their accompanying pianists, the workshop entitled *Preparing Stage Singing* was held, run by Claudio Desderi and Paul McCreesh in collaboration with the Gulbenkian Orchestra, which resulted in the presentation of excerpts from the opera *The Marriage of Figaro*, by Wolfgang Amadeus Mozart, in a semi-staged version.

Still under the auspices of enoa, a second training activity took place, once again run by Claudio Desderi, this time taking the form of a singing master class which focused on the technical and artistic improvement of singers’ vocal performances.

Within the context of the collaboration that the Music Department has long enjoyed with the Queen Sofia School of Music in Madrid, a master class aimed at oboists was held under the guidance of Hansjörg Schellenberger.

Timed to coincide with the already mentioned concert that Sasha Waltz gave in the Grand Auditorium, a workshop was organised aimed at dancers, bringing together students from three different teaching institutions: Forum Dança, the Faculty of Human Motricity and the Lisbon Higher Dance School.

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Incentives for artistic creation

As part of its focus on providing an incentive for musical creativity, the Music Department commissioned a work from both Pedro Moreira (*Two Maybe More*) and Marc-André Dalbavie, also engaging in conversations with three other composers, Ana Seara, Sérgio Azevedo and Daan Jansens, for the creation of works to be premièred at the 2013-2014 season. In the case of the first work, this was premièred at the Teatro Maria Matos, under the scope of the Music/Theatre series, forming part of the performance with the same name that was mentioned earlier, and which was created by Marco Martins. The commission that was addressed to Marc-André Dalbavie was associated with the residency that the composer undertook at the Foundation during the 2012-2013 season, resulting in the orchestration of a series of songs by Debussy. These works were given their world première by the Orquestra Gulbenkian, conducted by the composer himself.
AMOUNTS IN EUROS

Total
3 829 091

Investment
601 239

Receipts
227 415
Modern Art Centre

Created in 1983, the Calouste Gulbenkian Foundation’s Modern Art Centre (CAM) plays a leading role in the museum context, not only because of its value in terms of heritage (it is the largest and most representative collection of Portuguese art from the 20th and 21st centuries, with important examples of the work of foreign – mainly British – artists), but it also undertakes valuable work in the programming of temporary exhibitions, paying particular attention to the history of Portuguese modern and contemporary art, without ever overlooking the works of art currently being produced worldwide. Another of CAM’s important roles is the cultural mediation that it engages in with its various audiences and different generations, teaching them to “learn how to see” and providing a place for reflection upon, and explanations about, modern-day artistic production.
On 25 July, the date that marked the 30th anniversary of the Modern Art Centre, the exhibition “Under the Sign of Amadeo. A Century of Art” was opened to the public, presenting over 300 works from the CAM Collection, ranging from the almost complete collection of works by Amadeo de Souza-Cardoso (with CAM also acquiring a new painting by this artist for its collection) to the works of more recent artists such as André Guedes or Pedro Barateiro, and also presenting the work of already established artists, such as Paula Rego or Antony Gormley. A series of different events took place in parallel to this commemorative exhibition during the months of October and November, with a performance cycle and a cycle of talks on the subject of modernism and Amadeo.

In mid-January, CAM began its programme of events with the holding of three new temporary exhibitions. The Afghan artist Lida Abdul presented her work in Portugal for the first time, with the same exhibition also being shown in Paris at the Gulbenkian Foundation’s Delegation in France, in January 2014. Narelle Jubelin, one of the leading names in Australian art, produced works specifically designed for the exhibition space of the CAM Level 0. The exhibition of the painter and poet Júlio dos Reis Pereira made it possible to establish crossovers between the collections of the two institutions, the Calouste Gulbenkian Foundation and the Cupertino de Miranda Foundation, which worked together in partnership and also enjoyed the collaboration of the filmmaker Manoel de Oliveira through a documentary film about the artist.

Later, in mid-April, CAM inaugurated three exhibitions: “Galapagos”, an exhibition that resulted from the Gulbenkian Artistic Residency Programme, which took place in the Galapagos archipelago from 2007 to 2011, bringing together 12 international artists, who witnessed a wide range of different artistic views about the islands; the retrospective of Fernando de Azevedo, which was the first exhibition dedicated to the artist who worked at the Foundation in all the areas of the visual arts, and which sought to show his rich and highly diversified artistic production; “The Lost Work of Emmerico Nunes”, an exhibition that brought together a series of drawings produced by this Portuguese-German artist during the 1910s and 1920s and provided the public with the chance to discover the very distinctive graphic work developed by Emmerico.

In November, CAM started to screen the film series “Harvard at the Gulbenkian” in its Multipurpose Room, a cycle of films whose showing was combined with debates that benefited from the participation of film directors, artists, guest critics and the curators of the programme.

The objectives and targets set by CAM for 2013 were mostly achieved. The enlargement of CAM’s reserve areas and their reorganisation meant that these spaces could be opened up to visits by the general public, on the 18th day of each month, an initiative that proved to be very popular among visitors.

In 2013, a further €150,000 was made available for purchases of art works, which made it possible to fill in some of the gaps in the works of Portuguese and foreign artists who are considered to be fundamental references in the international art scene.

The level of satisfaction of CAM’s different audiences was assessed through surveys. These were first introduced in May, and since then the whole of the centre’s exhibition programme has been covered by this procedure. It can be said that CAM’s visiting public is a loyal one, and that in 2013 the centre received 109,000 visitors.
PROGRAMMING

Permanent Exhibition of the CAM Collection
(continuation)

12 July 2012 to 7 April 2013
CAM, Gallery 01

The new presentation of the cam collection gave pride of place to the first examples of Portuguese modernism from the 20th century passing briefly through the 1940s and 1950s and highlighting the 1960s and 1970s, decades that were marked by the creation of objects in their dual condition of volume and painting, form and word, abstraction and representation. The works dating from the 1980s onwards – painting, photography, sculpture and installed objects – oscillated between the tendency towards an abstraction of the metaphorical presence and the violent affirmation of the body and reality.

Artists represented in the exhibition
Amadeo de Souza-Cardoso
Ángelo de Sousa
António Areal
António Carneiro
António Soares
Arshile Gorky
Bernardo Marques
Boyd Webb
Cristiano Cruz
Eduardo Nery
Eduardo Viana
Fernando Calhau
Helena Almeida
Joaquim Rodrigo
Joe Tilson
John Coplans
Jorge Barradas
Jorge Pinheiro
José de Almada Negreiros
Julião Sarmento
Júlio Pomar
Lourdes Castro
Manuel Baptista
Noronha da Costa
Paula Rego
Pedro Cabrita Reis
Pires Vieira
Robert Delaunay
Sonia Delaunay
Stuart Carvalhais
Waltercio Caldas

View of the exhibition of the CAM Collection. © FCG / Paulo Costa.
Temporary exhibitions

Two exhibitions from the 2012 programme were continued until 6 January, 2013: “Carlos Nogueira: A Place for All Things” and “Gerard Byrne. Images or Shadows”. In mid-January, CAM began its 2013 programme with three new temporary exhibitions.

“Lida Abdul”  
Curator: Isabel Carlos  
18 January to 30 March  
CAM, Temporary Exhibitions Gallery and Multipurpose Room

At her first exhibition in Portugal, Lida Abdul (Kabul, 1973) presented *Time, Love and the Workings of Anti-Love*, her new installation featuring a photographic camera, 542 passport photographs and sound.

In the video *In Transit*, dating from 2008, which formed an integral part of the exhibition, together with *White House* and *Dome*, from 2005, and *White Horse, Brick Sellers* and *War Games*, from 2006, a group of children are seen playing around the shell of an abandoned Soviet aeroplane. “Anything is possible when everything is lost” is one of the first statements/sub-titles to appear in *In Transit* and it can be seen as a perfect synthesis of a large part of the work and of Lida Abdul’s stance in relation to her own life as an exile.

“Narelle Jubelin. Plantas e Plantas/Plants & Plans”  
Curator: Isabel Carlos  
18 January to 30 March  
CAM, Hall, Level 0 and Rooms A and B

Narelle Jubelin (Sydney, 1960) has produced work that is characterised by a complex web of cultural references. The use of embroidery, or *petit-point*, to be more precise, is her artistic trademark and the means by which she has chosen to express herself since she started her artistic career in the late 1980s. More recently, her use of video has also come to be a recurring means by which to explore more deeply the relationship between architecture and landscape in order to revisit modernism and question the history of European colonialism, all of which is mixed up with her personal history.

An Australian who has lived in Madrid since 1996, Narelle Jubelin has a unique personal geography not only in terms of her experience, but also in relation to her artistic practice. Australia, East Timor, Europe and the United States of America are countries and continents that pervade the exhibition *Plantas e Plantas/Plants & Plans*, on a journey between West and East, between the Occident and the Orient.
“the image of you that I composed’. Homage to Júlio”
Curators: António Gonçalves and Patricia Rosas
18 January to 7 April
CAM, Gallery 01
This exhibition was primarily based on the first stages in the artistic career of Júlio dos Reis Pereira (1902-1983), placing emphasis on the painter’s surrealist and expressionist work.

It was an exhibition that was organised on the basis of a partnership between CAM – the Calouste Gulbenkian Foundation and the Cupertino de Miranda Foundation, both of which institutions hold a significant number of the artist’s works in their collections.

Júlio developed an experimental proposal that was full of commitment and dedication, directing people’s attention towards revelations that were pregnant with essence. The presence of the poet, under the pseudonym Saúl Dias (who is mirrored in the consciousness of each work), cannot be dissociated from this effect. It is a journey made in parallel to the completeness that was felt in Portugal, an adventure carried out for its own sake, paying attention to what could be grasped on his travels, in his readings and in his encounters. It was the construction of a uniqueness that is present in his work and that offers us the experience of discovery and the feeling of occupying a unique space.

“Galapagos”
Curators: Bergit Arends and Greg Hilty
19 April to 7 July
CAM, Hall, Level 0, Rooms A and B, Temporary Exhibitions Gallery and Multipurpose Room
The “Galapagos” exhibition resulted from a five-year Gulbenkian artists’ residency programme in the Galapagos islands. Twelve artists – Jyll Bradley, Paulo Catrica, Filipa César, Marcus Coates, Dorothy Cross, Alexis Deacon, Jeremy Deller, Tania Kovats, Kaffe Matthews, Semiconductor and Alison Turnbull – were invited to form a relationship with the Galapagos islands under their own terms and to interact with the local and scientific communities living there. Using media that ranged from video to photography, including sound installations and sculpture, the exhibition raised questions and established relationships between art, science, nature and politics.

The survival or destruction of the Galapagos archipelago, and of the vaster world of which the islands are such an emblematic microcosm, will depend on how the cumulative ideas and actions of human beings – as individuals, communities, nations and interest groups – can be joined together in order to make this the finally sustainable place of our species.
“Lost Work. Emmerico Nunes”
Curators: Isabel Lopes Cardoso and José Pedro Cavalheiro
19 April to 7 July
CAM, Gallery 01
The approximately 200 drawings by Emmerico Hartwich Nunes (1888-1968) shown at this exhibition highlighted the unique nature of a body of work which cannot be contained within the standard dual reading (academics versus modernists) imposed by a particular strand of historiography that has consistently shaped opinions until now.

Encompassing his finest period of graphic production (from 1910-1920), the exhibition also included an important group of drawings from the 1920s, which were originally destined for the German magazine Meggendorfer Blätter (1888-1944). Divided into ten thematic sections, which reveal the influences and obstacles that determined the evolution of a career marked by the artist’s dual cultural heritage and by his constant migration between various countries (France, Germany, Switzerland, Portugal, Spain), the exhibition emphasised Nunes’ exploration of what appeared to be a third possibility, that of a style specific to his graphic art, beyond academic, naturalist or modernist registers.

“The Unforeseen Reasons. Retrospective Exhibition of Fernando de Azevedo”
Curator: Leonor Nazaré
19 April to 7 July
CAM: Gallery 1
This retrospective was the first retrospective exhibition devoted to the work of Fernando de Azevedo (1922-2002). Throughout his life, the artist held six solo exhibitions, in addition to his participation in numerous group exhibitions. In 2004, the Sociedade Nacional de Belas-Artes (SNBA – National Society of Fine Art), in partnership with the Cerveira Biennale Museum and the Pontevedra Museum, held a tribute to the artist (exhibition and catalogue). In 2011, the same institution also displayed a small group of his works, in the context of an exhibition of artists about whom Fernando de Azevedo had written. From the vast oeuvre he created over six decades, this exhibition featured paintings, occultations, collages, drawings, a sculpture, silkscreens, illustrations, costume designs, studies for stage sets and graphic work.
“Raija Malka. Gymnasion”
Curator: Isabel Carlos
15 November 2013 to 26 January 2014
CAM: Temporary Exhibitions Gallery

Raija Malka (Turku, Finland, 1959) presented a group of new works at CAM that were specifically designed for the exhibition space of the Temporary Exhibitions Gallery.

Raija Malka’s work is characterised by the pictorial exploration of enigmatic spaces. Situated somewhere between installation, stage design and architecture, her highly chromatic paintings create stimulating games of perception that both evoke and convoke the body.

In the past, Raija Malka created theatrical scenery, so that this scenic dimension that she brought to the museum was not surprising. Her paintings themselves are also a kind of stage.

Visitors

“Under the Sign of Amadeo. A Century of Art” 50 934
“Lost Work. Emmerico Nunes” 17 315
“The Unforeseen Reasons. Retrospective Exhibition of Fernando de Azevedo” 17 278
“Galapagos” 17 274
“the image of you that I composed: Homage to Júlio” 14 009
“Narelle Jubelin. Plantas e Plantas/Plants & Plans” 12 662
“Lida Abdul” 12 522
“Raija Malka. Gymnasion” 10 921
Under preparation

> *Raisonné António Dacosta* – Continuation of the work on the catalogue *raisonné* of António Dacosta, with a view to its publication online. Beginning of the photographic record of the artist’s works and continuation of the inventorying of these in the Inarte Premium application, together with the bibliographical and historical updating of each piece.

> Work also continued on the preparation of the exhibition dedicated to Túlia Saldanha (1930-1988), one of the first Portuguese artists working in the area of performance and installation, in the 1970s and 1980s. The exhibition required an intense and vast work of research into the archives of many different institutions, and, above all, private archives, given the wide dispersal of the documentation, when it existed, the ephemeral nature of many of her works, and, finally, the relatively low level of importance given to the artist in Portuguese historiography, a situation that this exhibition seeks to remedy.

_Túlia Saldanha, 240 180 180 dissimetria mater, 1980. Private collection._

_António Dacosta, Antithesis of Calm, c. 1940 CAM Collection – Calouste Gulbenkian Foundation. © FCG / Mário de Oliveira._
30th anniversary of the Modern Art Centre

To mark this important date, in addition to the great exhibition “Under the Sign of Amadeo. A Century of Art”, other events were also programmed at the Calouste Gulbenkian Foundation, with attention being drawn to an exhibition that was simultaneously held at the Art Library, entitled “CAM — 30 Years of Catalogues and Posters”. On 25 July, the night when it commemorated its 30th year of existence, the musical project of Maria João and OGRE played at the Open-Air Amphitheatre, in collaboration with the 30th edition of the “Jazz in August” festival.

In parallel to the exhibition of the CAM collection, a cycle of performances took place (between October and December), considered to be one of the guiding lines in the programming and in the support for creation.

At the same time, in November, by bringing together the most recent work in the historiography of art, and aiming to stage a debate between experts, CAM also hosted an international conference on Amadeo de Souza-Cardoso.
"Under the Sign of Amadeo. A Century of Art"
Curators: Isabel Carlos, Ana Vasconcelos, Leonor Nazaré, Patricia Rosas and Rita Fabiana
26 July 2013 to 19 January 2014
All the exhibition spaces at CAM
Commemorating the 30th anniversary of CAM’s opening to the public, on 25 July 1983, an exhibition was held in all of the Centre’s exhibition spaces, presenting almost the entire collection of Amadeo de Souza-Cardoso (1887-1918) to the public for the first time. This Portuguese painter was the precursor of modernism in Portugal and is seen as one of the main anchors of the CAM collection.

“Under the Sign of Amadeo. A Century of Art” was shown in all of CAM’s exhibition spaces, bringing together 318 works by 92 artists in its collection. On this journey through the collection with various pre-established ports of call, particular attention was paid to the representation of the human body and to works that had connotations with performative actions, bringing the role of the avant-garde closer to today’s public, and reminding us of the museum’s importance as a place to encounter live art.

Gallery 01 displayed the work of Amadeo, consisting of both drawings and paintings. In this same space, in November, the public was given the chance to listen to an international colloquium in which Amadeo’s artistic production was discussed in direct contact with his works.

In the Centre’s first room, a dialogue was established between Portuguese and British Art, one of the historical focuses of the collection, centred on the legacy of Pop art.

In Gallery 1, a selection of masterpieces from the CAM collection was shown. Covering the whole of the 20th century, the various artistic media of painting, drawing, sculpture and photography were displayed, ranging from the historical avant-gardes of futurism and cubism, through neorealism and surrealism, followed by the neo-avant-gardes, right through to the most recent years.

The centre’s collection of film and video was on show in the Multipurpose Room, while in the Temporary Exhibitions Room, a diverse group of drawings were presented that were intended to thematically explore the idea of the stage and theatricality in modernity.

The thirty years of CAM’s unceasing support for contemporary creation were also celebrated on this anniversary, with the activation of recent acquisitions that had been made for the collection. This was the case with the installation AIROTIV by André Guedes (b. 1971), and with a commission of entirely new works by two Portuguese artists: Rodrigo Oliveira (b. 1978), for the building’s facade, and Carlos No (b. 1967), for the entrance hall.
Artists represented at the exhibition

Abel Salazar
Alexandre Estrela
Allen Jones
Álvaro Lapa
Amadeo de Souza-Cardoso
Ana Hatherly
Ana Jotta
Ana Vidigal
Ana Vieira
André Guedes
Ángela Ferreira
Ângelo de Sousa
António Areal
António Carneiro
António Dacosta
António Olaio
António Palolo
António Pedro
António Sena
António Soares
Antony Gormley
Armando Basto
Bruno Pacheco
Canto da Maya
Carlos No
Carlos Nogueira
Craigie Horsfield
Cristiano Cruz
Cristina Mateus
D’Assumpção
David Annesley
David Hall
Derrick Woodham
Didier Fiuza Faustino
Diogo de Macedo
Emília Nadal
Eduardo Batarda
Fernando Calhau
Fernando Lemos
Gabriel Abrantes
Hein Semke
Helena Almeida
Howard Hodgkin
Irene Buarque
Isaac Witkin
Jane & Louise Wilson
João Onofre
João Paulo Feliciano
João Vieira
Joaquim Rodrigo
Joaquín Torres-Garcia
Jorge Barradas
Jorge Martins
Jorge Molder
Jorge Pinheiro
Jorge Varanda
José de Almada Negreiros
José de Guimarães
José Dominguez Alvarez
José Pedro Croft
Julião Sarmento
Leonel Moura
Lino António
Lourdes Castro
Luís Noronha da Costa
Luísa Cunha
Marcelino Vespeira
Maria Beatriz
Maria Helena Vieira da Silva
Menez
Michael Biberstein
Michael Bolus
Miklos Batuz
Nikias Skapinakis
Noé Sendás
Paula Rego
Pedro Barateiro
Pedro Cabral Santo
Pedro Cabrita Reis
Pedro Calapez
Pedro Casqueiro
Peter Blake
Peter Phillips
Phillip King
Pierre Soulages
Rodrigo Oliveira
Rui Calçada Bastos
Rui Chafes
Rui Orfão
Rui Sanches
Rui Valério
Sarah Affonso
Tim Scott
Vasco Araújo
Vítor Pomar
Wolf Vostell
Xana
**Performance Series**

17 October to 28 November
CAM, various spaces
The Performance Series began on 17 October 2013, with one artist performing or one presentation being made each Thursday, at 13.00, and again at 17.00, until 28 November, resulting in a continuous two-month programme with contemporary Portuguese artists currently working in the field of performance.

The series was designed at its outset to be a gesture that would, first of all, activate the collection itself, creating a space that would connect with the younger generations of artists (and also audiences), obtaining from them a response to the museum’s tangible and historical legacy.

The series began with one of the precursors of performance in Portugal, Alberto Pimenta (b. 1937), followed by Pedro Tudela (b. 1962), Ramiro Guerreiro (b. 1978), Joana Bastos (b. 1979), Musa Paradisiaca (Eduardo Guerra [b. 1986] and Miguel Ferrão [b. 1986]), Martinha Maia (b. 1976), ending with Isabel Carvalho (b. 1977), a scholarship holder of the Calouste Gulbenkian Foundation in Berlin.

**“Under the Sign of Amadeo” (conference series)**

Organised by Joana Cunha Leal and Margarida Medeiros
7, 14, 21 and 28 November 2013
CAM, Gallery 01
This series of talks resulted from a cooperation between the Institute of Art History (IHA), the Research Centre on Communication and Language (CECL) and the Modern Art Centre of the Calouste Gulbenkian Foundation.

The initiative followed the emphasis given to the work of Amadeo de Souza-Cardoso in the exhibition of the CAM collection held to mark its 30th anniversary, and sought to open up and debate a series of topics centred around modernism and Amadeo’s work. The overall title of the conference cycle therefore had the same name as the exhibition – “Under the Sign of Amadeo” – taking advantage of the presence of Amadeo’s oeuvre to discuss various questions related to art before and during the First World War. Hence, in addition to a more general discussion of modernism, other key subjects were discussed in this cycle: the impact of the First World War, the place of representation within modernism, the uses of photography, and the relationship with poetry, literature and philosophy.
Exhibition Catalogues

**Lida Abdul**
Catalogue published by CAM – Calouste Gulbenkian Foundation
Texts: Isabel Carlos, Lida Abdul, Trevor Smith
Reproduction of the works exhibited and a list of works
January 2013 (100 pages)
Trilingual edition
(Portuguese/English/French)
ISBN: 978-972-635-263-1
Print run: 300 copies

**Narelle Jubelin. Plantas e Plan- tas / Plants & Plans**
Catalogue published by CAM – Calouste Gulbenkian Foundation
Texts: Isabel Carlos, Jo Holder, Margaret Morgan, Paula Silva
January 2013 (156 pages)
Bilingual edition
(Portuguese/English)
Print run: 300 copies

**“a imagem que de ti compus” . Homenagem a Júlio / “the image of you that I composed”. Homage to Julio**
Joint publication of CAM – Calouste Gulbenkian Foundation and the Cupertino de Miranda Foundation
Texts: António Gonçalves, Patrícia Rosas, Valter Hugo Mâe Biography of the artist and reproduction of all the works
January 2013 (156 pages)
Bilingual edition
(Portuguese/English)
Print run: 600 copies

**Galápagos**
Catalogue published by the Calouste Gulbenkian Foundation / Delegation in London
Texts: Bergit Arends, Felipe Cruz, Toni Darton, Siân Ede, Richard Fortey, Greg Hilty
Reproduction of the works of the artists presented 2013 (128 pages)
Bilingual edition
(Portuguese/English)
ISBN: 978-1-903080-17-7
Print run: 250 copies
(Portuguese edition)

**Emmerico Nunes. Obra Perdida/Lost Work**
Catalogue published by CAM – Calouste Gulbenkian Foundation
Texts: Bernd A. Gülker, Isabel Lopes Cardoso, José Pedro Cavalheiro
Reproduction of all the works exhibited and of works extra-catalogue
April 2013 (512 pages)
Bilingual edition
(Portuguese/English)
Print run: 300 copies

**The Unforeseen Reasons. Retrospective Exhibition of Fernando de Azevedo**
Catalogue published by CAM – Calouste Gulbenkian Foundation
Texts: Ana Lúcia Luz (photobiography), Cristina Azevedo Tavares, Carlos Pontes Leça, Fernando Lemos, José-Augusto França, Leonor Nzaré, Maria Jesús Ávila
Reproduction of the works exhibited and a list of works
April 2013 (344 pages)
Bilingual edition
(Portuguese/English)
Print run: 300 copies

**Raija Malka. Gymnasion**
Catalogue published by CAM – Calouste Gulbenkian Foundation
Texts: Isabel Carlos, Paulo Pires do Vale
Reproduction of the works exhibited and a list of works
November 2013 (68 pages)
Bilingual edition
(Portuguese/English)
ISBN: 978-972-635-276-7
Print run: 120 copies
CAM notebooks

In 2013, the publication was continued of the notebooks that accompany all of CAM’s temporary exhibitions. They contain the curator’s text and colour reproductions of some of the works exhibited. These notebooks are published in bilingual versions in Portuguese and English. The notebook relating to the exhibition “Under the Sign of Amadeo. A Century of Art” had several re-editions. It should be stressed that many of these notebooks are currently sold out.

Other activities

Film Cycle “Harvard at the Gulbenkian. Dialogues on Portuguese Cinema and World Cinema”
Curators: Haden Guest and Joaquim Sapinho
22 November 2013 to 20 July 2014
CAM, Multipurpose Room
The “Harvard at the Gulbenkian” film cycle began in the Multipurpose Room, exploring the extensive presence and influence of the Portuguese cinema that is made today, through a series of dialogues between Portuguese filmmakers and filmmakers from Latin America, Europe, North America and Asia who share the same aesthetic and philosophical concerns about the current state of cinema, its history and the new possibilities and limits of image and narrative.
Consisting of 12 programmes, the cycle offers a series of intense and wide-ranging encounters between artists, combining screenings of their films with discussions with the filmmakers themselves, specially invited film critics, intellectuals from this area and the programme’s curators: Haden Guest, the director of the Harvard Film Archive of the University of Harvard, and the film director Joaquim Sapinho.

Website
To coincide with the commemorations of the 30th anniversary of CAM’s opening to the public, various pages from the website were improved and updated, including the homepage. A video was made containing statements about the Collection by more than thirty artists whose works were displayed at the exhibition “Under the Sign of Amadeo. A Century of Art”. These recordings are available at CAM’s premises (in the cafeteria), and can be downloaded through the QRCode system or consulted online at the CAM website (statements in Portuguese with subtitles in English).

Furthermore, as part of the exhibition commemorating CAM’s 30th anniversary, small studies were produced in the form of short texts about the works from the Collection that were exhibited and biographical texts about the different artists represented in the Collection.

There has been an increase in the consultations and use made of the CAM website, with the number of those using the site each day currently standing at 500, making this an important instrument for publicising the programme of events relating to the CAM Collection and archives.

Cooperation with the Foundation’s other departments and services
Exhibitions
› “360º Science Discovered”, collaboration of the CAM exhibition installation team with the Science Department for the installation of the exhibition held from 2 March to 2 June 2013 in the Temporary Exhibitions Gallery of the Foundation’s main building.
› “Sharjah Cultural Days”, collaboration of the CAM exhibition installation, recording, production and design team in this exhibition held from 4 October to 1 December 2013, in the Temporary Exhibitions Gallery of the Gulbenkian Museum.

Other collaborations
› Education and Scholarships Department, design of the diplomas for the scholarships.
› Central Services Department, lettering of the Book Fair, and the name plates/signs for the doors of the offices.
COLLECTION

CAM’s reserves were reorganised, and, due to the enlargement work undertaken, these now consist of five separate reserve areas. The total reserve space has thus been increased from 985 m² to 1485 m², which has made it possible to institute a new system for storing the reserve pieces and their consequent recording in the InArte application.

Beginning on 18 May, International Museum Day, a series of guided tours of the CAM reserves was made available to the general public, on the 18th of each month, led by the CAM’s team of curators. It should be stressed that these tours have proved to be very popular among visitors, and that they are almost always sold out.

Work continued on the research and documentation of the CAM Collection. The data stored in the InArte Premium software application and the photographic records of the Collection were updated.

Partnerships in research and conservation projects

› Support was given to the research project “Modernism Online: the Virtual Archive of the ‘Geração de Orpheu’”, developed by the Traditional Literature Research Institute (IELT) of the Department of Portuguese Studies of the Faculty of Social and Human Sciences of the New University of Lisbon (FCSH – UNL), which involved taking digital photographs of the works of art of Almada Negreiros belonging to the private collections of his heirs, some of which are held on deposit at CAM; the centre also collaborated in the organisation of the commemorations of the 120th anniversary of the birth of Almada Negreiros.

› CAM further collaborated in the research and technological development project entitled “Crossing Borders. History, Materials and Techniques of Portuguese Painters, 1850-1918: Romanticism, Naturalism and Modernism”. Under the scope of this project, various paintings belonging to the CAM Collection were studied, which involved teams of researchers and specialised equipment remaining in place for limited periods of time in order to study techniques and materials.

› Collaboration in the line of research with the name of Museum Studies at the Institute of Art History Arte (MuSt/IHA) of FCSH – UNL. This research project was started in 2011, under the scientific coordination of Lúcia Almeida Matos, with the name of “Contemporary Art Documentation”, and its basic aim was to study the documentation of contemporary art works by Portuguese artists belonging to museum collections, giving special privilege to premises where multiple objects are stored, unconventional materials, technology and an intangible dimension, as well as works of art with moving images, including films, videos and the projection of slides, susceptible to becoming technologically obsolescent and requiring special conditions for their conservation and exhibition.

Besides these research projects in which CAM is involved as a partner, there are also schemes existing for collaboration with various universities, responding each year to many different requests for information/viewing of works by undergraduate students and postgraduate students taking Master’s degrees and PhDs.

Works loaned

A total of 63 works were loaned from the CAM Collection.

Participation in temporary exhibitions in Portugal

› “Anthological exhibition of Jaime Silva”, at the Sociedade Nacional de Belas-Artes, three paintings by Jaime Silva (12 March to 27 April).


› “Retrospective Exhibition of Drawings by Jorge Martins”, organised by the Serralves Museum in the form of a co-production with the Carmona e Costa Foundation, at the Serralves Foundation, three drawings by Jorge Martins (15 March to 9 June).

by Fernando Calhau, and *A Família* (*The Family*), 1970, an engraving by Humberto Marçal (23 March to 23 June).


› “Between Margins, Painting and Engineering”, organised by the Faculties of Engineering and Fine Arts of the University of Porto with the support of the Museu Nacional de Soares dos Reis, held at the museum, 15 paintings, four engravings and two drawings by Eduardo Viana, António Soares, Carlos Botelho, Celestino Alves, Júlio Resende, Júlio Pomar, Jorge Martins, Adriano Sousa Lopes, António Carneiro, José Dominguez Alvarez, Dório Gomes, Ângelo de Sousa, João Hogan, Carlos Calvet, José de Guimarães and Manuel Filipe (20 June to 25 August).

› “Photographs of Mozambique”, at the Pequena Galeria of Alexandre Pomar. Two photographs by Rogério Pereira (25 June to 15 July).

› “Almada por Contar” (“Almada to be recounted”), at the Biblioteca Nacional de Portugal. Nine drawings by Almada Negreiros (28 June to 5 October).


› “Tribute to José Viana – Evocation of the Painter’s Work”, organised by the Dom Luís I Foundation, at the Cascais Cultural Centre. *Order*, 1946, a painting by José Viana (11 July to 8 September).

› “Alphabet. 40 Years of Ar.Co”, organised by the Museu Nacional de Arte Contemporânea – Museu do Chiado in partnership with the Centro de Arte e Comunicação (Ar.Co), at the Museu do Chiado. *As Ruas de Lisboa* (*The Streets of Lisbon*), 1977, two collages by Ana Hatherly and *Untitled*, 1974, a painting by António Sena (18 September to 10 November).


› “Lourdes Castro”, at the Salão Nobre do Teatro Nacional D. Maria II. *Crescem à Sombra* (*They Grow in the Shade*), 2011, a tapestry by Lourdes Castro (15 October to 29 December).

**Participation in temporary exhibitions abroad**


**At the UK Branch**

Three paintings by Leon Tutundjian, José Escada and José Júlio Andrade dos Santos; 14 engravings by Carlos Botelho, Lourdes Castro, Nikias Skapinakis, Barbara Hepworth, Bartolomeu dos Santos, Tony Cragg, Richard Wentworth, Norman Ackroyd, Paula Rego and John Hoyland; the portfolio *Nine London Birds*, with nine engravings; and the album *Trees* by Henry Moore, with six engravings, amounting to a total of 32 works.
At the Delegation in France
Seven engravings by Maria Helena Vieira da Silva, Man Ray, Robert Delaunay, Sonia Delaunay and Fernand Léger; a tapestry (*Four Islands*) by Jorge Martins; three photographs from Carlos Lobo’s Interior series and a painting, *Tentativa para Reproduzir a Quarta Dimensão (Attempt at Reproducing the Fourth Dimension)* by Nuno de Siqueira, amounting to a total of 12 works.

At the headquarters of the Calouste Gulbenkian Foundation
Forty-one paintings, 144 engravings, 50 drawings, eight sculptures, three tapestries, nine photographs and a model for a tile panel, amounting to a total of 256 works.

IGC – Gulbenkian Institute of Science
*Praia (Beach)*, a tapestry by Júlio Pomar.

Deposits
› Centro de Artes e Ofícios Roque Gameiro, Minde: a collection of drawings by Alfredo Roque Gameiro.
› European Commission, Brussels: 14 drawings by Ana Hatherly, 16 paintings by António Costa Pinheiro, António Dacosta, António Sena, Carlos Calvet, Jorge Martins, José Loureiro, Julião Sarmento, Júlio Pomar, Luís Noronha da Costa, Marta Soares, Nikias Skapinakis, Pedro Casqueiro and Vitor Pomar, six photographs by Fernando Lemos, four engravings by José de Guimarães, and three sculptures by Rui Chafes and Artur Rosa.
› Conselho Superior de Magistratura, Lisbon: *Espaço Ilusório (Illusory Space)*, by Eduardo Nery; “Wedge” Series / 3, by Brian Young; *Paisagem do meu Jardim (Landscape of my Garden)*, by Manuel Cargaleiro, *Integração Racial (Racial Integration)*, by José Almada Negreiros; *Kennings*, by Brian Young; *Brown, Blue and Violet No. 2*, by Michael Kidner and *Untitled*, by António Mira.
› Mude – Museu do Design e da Moda (“Design and Fashion Museum”): 21 chairs, three stools, a tea trol-ley, six shelves, two vases and five lamps by Alvar Aalto; two chairs by Ludwig Mies van der Rohe; three chairs by Marcel Breuer; a chair by Gerrit Thomas Rietveld; two chairs and a sofa by Le Corbusier; a sofa by Vico Magistretti; a chair by Afra and Tobia Scarpa; and a chair by Mario Bellini.
› Faculty of Economics of the New University of Lisbon, at Parque Ventura Terra: 11 sculptures by Amaral da Cunha, Carlos Nogueira, Hein Semke, J. Martins Correia, João Charters d’Almeida, João Cutileiro, João Fragoso, John van Alstine, Maria Irene Vilar, Miguel Palma and Ruy Gameiro.
› Fundação de Serralves: *Table de Jeux*, a painting by Júlio Pomar and two *Untitled* paintings, by António Areal.
› Museu Nacional do Azulejo, Lisbon: 28 ceramic pieces by Portuguese artists (Bertino, Clara Menéres, Dimas Macedo, Francisco Franco, Francisco Relógio, Hein Semke, João Fragoso, João Lopes Segurado, Jorge Barradas, Jorge Vieira, Manuel Cargaleiro, Maria Manuela Madureira, Mário Ferreira da Silva, Querubim Lapa and Vasco Pereira da Conceição). 16 ceramic pieces by foreign artists (António Sales Pinho, Bertina Lopes, Fernand Léger, Francisco Brennand, Man Ray, Mary Erkenback, Picasso, Robert Delford Brown and Sonia Delaunay); a set of 16 tiles by José de Almada Negreiros and three panels by Júlio Pomar.
› Presidência da República, three paintings: *Untitled*, by Menez, *L’Étoile*, by Arpad Szenes, and *Untitled*, by João Queiroz
Acquisitions and donations

**Acquisitions**
- Amadeo de Souza-Cardoso, *Étude A*, 1913
- António Areal, *Untitled*, 1967
- Doris Salcedo, *Plegaria Muda*, 2008-2010 (three elements)
- Fernando José Pereira, *The Man who Wanted to Collect Time* (As Condition to Work), 2011
- Luísa Cunha, *Senhora!* (Lady!), 2010
- Sérgio Pombo, *Homem Vermelho* (Red Man), 1973

**Donations**
- Armanda Passos, *Untitled*, undated, and *Untitled*, undated (diptych)
- Carlos Nogueira, *Entre Duas Águas* (Between Two Waters), 1992 (three sculptures)
- Doris Salcedo, *Plegaria Muda*, 2008-2010 (two elements)
- João Tabarra, *Please don’t go*, 2004
- Narelle Jubelin, *Uma Lulik (A Casa Sagrada)* (One Lulik (The Sacred House)), 2010
- Pedro Calapez, *Viagem de Inverno* (Winter Journey), 1989
- Waltercio Caldas, *Espelho C* (Mirror C), 2005

Beginning of the incorporation of the important donation of the works of Hein Semke (1899-1995), through their inventorying in the Inarte Premium software application and the beginning of their photographic recording. Checking of the state of conservation of the 989 pieces that were incorporated into the Collection.

Beginning of the research about the life and work of this German artist who lived in Portugal for most of his life (from 1928 until his death), whose valuable collection of art works and documents has been kept safe at the Calouste Gulbenkian Foundation, and duly studied and disseminated, with a view to the holding of an exhibition at CAM in 2015.
EDUCATION

Educational activities

In 2013, there was a slight increase in the number of visitors and participants in the events organised under the scope of the educational programme in comparison with previous years. This increase in numbers can be explained by a greater specialisation in the programming of events (as shown by the lower total number of activities offered and a more careful selection of events organised for specific audiences, providing complementary activities that were more in keeping with the rest of the Gulbenkian Education for Culture and Science Programme – Descobrir (Discover)).

There was therefore a greater investment at the level of the Centre’s adult audience, with a greater diversity in the programming of events at weekends, while close attention also continued to be paid to encouraging the development of a family audience, an audience of young people and an audience of people with special educational needs.

It was, however, at the level of the school audience that the increase in numbers was most noticeable (especially in the last quarter of 2013). This situation was justified by the great interest shown by schools in the exhibition “Under the Sign of Amadeo. A Century of Art”.

The basic guidelines which have always characterised the Modern Art Centre’s educational service were maintained, namely the development and consolidation of a wide-ranging programme of initiatives for a variety of audiences related to activities for the dissemination of modern and contemporary art based on the CAM Collection and its temporary exhibitions programme. Special attention was paid to the constant renewal of contents, which was largely expressed in the considerable loyalty demonstrated by our audiences.
The Educational Service continued with its extensive programme of guided tours, which has always been a key feature of its programming, maintaining the strategy that had been outlined in previous years: the creation of much broader themes that ran through the various exhibitions. The aim was not only to stimulate the development of tours and visits that established links between the different exhibition spaces, but also to make it possible for the different proposals that were presented to last for longer periods (which is an extremely important factor for school groups and for the special rhythms of the school year). In this way, it was possible to maintain the same basic categories as in the past (guided tours, play-based visits, specially customised visits), while many of the thematic proposals were also renewed, taking advantage of the broad themes that were developed around the commemoration of the centre’s 30th anniversary.

School groups continue to represent the great majority of users of the centre’s programme as well as one of the fastest growing audiences.

For the general public, the programme of lunchtime visits – “A Work of Art at Lunchtime” – was maintained, as were the programme of weekend visits – “Sundays with Art” – and the programme initiated in 2010, which offered visitors the chance to engage in conversation with both artists and curators. In this programme, which was essentially aimed at an adult audience, there was an increased diversity in the proposals made for visits, not only through the strengthening of thematic tours linked to the exhibitions and the artists on display (besides the customary visits offering a general coverage of the exhibitions), but also through the introduction of new projects linked to the commemorations of the institution’s anniversary: tours of the reserves, demonstration tours (with a practical component being introduced in the Gallery) and the “Blind Date – unexpected encounters” project (an encounter between the collection and a storyteller; an encounter between the collection and two musicians).
Workshops

In 2013, the policy was continued of reducing the number of workshops on offer in response to the extended reach of the Gulbenkian Education for Culture and Science Programme – Descobrir (Discover), which offers a broad and diversified range of workshops in the various sectors of which it is comprised.

Different workshop formats continued to be operated, in order to respond to the needs of the different types of audiences and users, and there was a slight increase in two audiences that are traditionally less catered for by other sectors: very young children (families with children aged from two to four) and adolescents (aged from 12 to 15), as well as a strengthening of the programme for the audience of people with special needs (organised groups/schools).

The same types of workshops were maintained (creative workshops with a single session at weekends, designed in accordance with both the temporary exhibitions and the exhibitions of the permanent collections, holiday workshops in blocks of several consecutive sessions, storytelling workshops, workshops designed for groups with special needs, single-session workshops for schools).

Attention is drawn to the continued growth in the number of workshops made available for groups with special needs, a situation that has led to the creation of a solid programme in which the work undertaken by CAM operates in combination with other departments and units (Music Department, Calouste Gulbenkian Museum), which highlights the need to continue the investment that has been made in this sector.
 Programme of Support for Internationalisation

The programme is designed to provide support for (solo or group) exhibition projects to be held by Portuguese artists abroad, enhancing exhibition projects with the help of curatorship and/or and with the involvement of an international institution or structure engaged in artistic production and dissemination.

Twenty-three projects received support under this programme in 2013. In the broad and diversified context of exhibitions held by Portuguese artists at important international institutions, we should like to draw attention in particular to the solo exhibition of the artist Leonor Antunes at Kunsthalle Basel (Switzerland), the participation of the artists Fernanda Fragateiro and Carlos Bunga in a group exhibition organised by The Bronx Museum of the Arts (USA) and the participation of the artist João Ferro Martins in a group exhibition at the Caixa Cultural do Rio de Janeiro (Brazil). In the case of international art events, we should like to highlight the participation of Márcio Carvalho in the Miami Performance International Festival, Florida (USA), Carla Filipe in the Istanbul Biennial (Turkey), Joana Gomes and Ana Velez in the São Tomé and Príncipe 7th Biennial of Art and Culture, and Ângela Ferreira in the Lubumbashi Biennial (Democratic Republic of the Congo).

Programme of Support for the Visual Arts

This programme grants support for projects in the area of the visual arts (contemporary art), including artistic research projects and exhibition projects in Portugal, with the provision of curatorship services and/or the involvement of a structure designed to offer support for artistic production and dissemination. It also supports projects intended to consolidate the national structures already existing for specialised artistic production, promotion and training. The programme, which seeks to support not only Portuguese artists, but also foreign artists resident and working in Portugal, as well as to encourage the development of professional artistic structures, had three separate phases in which applications could be presented – in January, May and September 2013. Applications were analysed by external panels of experts specially invited by the Foundation, who chose the winning candidates.
In 2013, 23 projects received support from this programme, involving both visual artists and professional artistic structures. We should like to highlight a very important group of artistic research projects involving the artists: Cristina Ataide, Daniela Paes Leão, Délio Jasse, Eustáquio Neves, Francisco Vidal, Inês Vale, Isabel Carvalho, Isabel Ribeiro, João Louro, João Onofre, João Seguro, Jorge Santos, Kiluanje Kia Henda, Marta Wengorovius, Mónica Miranda, Pedro Valdez Cardoso, Ricardo Jacinto, Rodrigo Oliveira, Rui Miguel Horta Pereira, Rui Telmo Romão, Salomé Lamas, Thierry Simões, Vera Mora and Yonamine Miguel.

Support was also given to a group of artistic production and dissemination structures working in the area of contemporary art, such as the Old School (Lisbon), Xerem Associação Cultural (Lisbon), Plataforma Revólver (Lisbon), Nada na Manga Associação (Salvaterra de Magos), ACAG — Laboratório das Artes (Guimarães), and Colectivo Tempos de Vista (Lisbon).

**Artistic residencies**
Grants were given for the participation of Portuguese artists in artistic residency programmes held abroad at institutions of recognised merit and prestige, for the development of experimental projects in the visual arts field.

The Foundation awarded the following grants:

› João Hogan Scholarship (15th edition), for the artistic residency project at the Künstlerhaus Bethanien, in Berlin. The grant was awarded to the artist Priscila Fernandes.

› Artistic residency at the Gasworks International Residency Programme (4th edition), in London. The grant was awarded to the artist Pedro Lagoa.

› Artistic residency at FAAP — Fundação Armando Álvares Penteado, in São Paulo (2nd edition). The grant was awarded to the artist Bruno Cidra.

› Artistic residency at Residency Unlimited, in New York (1st edition). This grant is awarded in partnership with the Luso-American Foundation for Development. The selected artist was Joana Escovaal.
Programme of Visits for International Curators 2013

In each of its editions, the programme involves two or three international curators, offering them the chance to enjoy direct and intensive contact with the Portuguese contemporary art scene. The programme involves three days looking at contemporary art in Lisbon, which include visits to artists’ studios, the main art galleries and artistic institutions. This contact is an important instrument for establishing a dialogue between international artistic agents and Portuguese artists and makes a valuable contribution to the promotion of their works abroad.

In 2013, the programme had two editions (4th and 5th editions), one held from 17 to 20 January and the other from 4 to 6 March, respectively involving the curators José Augusto Ribeiro (São Paulo) and Zôe Gray (Brussels and Paris) and the curators Vittoria Matarrese and Rebecca Lamarche-Vadel (Paris). This latest edition resulted in an invitation from the Palais de Tokyo being addressed to six Portuguese artists to participate in a performance cycle dedicated to the Portuguese art scene, which took place on 13 and 14 July 2013.

Internships

CAM relies upon the work provided by temporary collaborators, volunteers and interns, whose different backgrounds make a valuable contribution to the many tasks related with the centre’s collection and programming, particularly in the inventorying of the Hein Semke donation, the review of the engraving inventory, the support given to the production and curatorship of the “Túlia Saldanha” exhibition, the “António Dacosta — Catalogue Raisonné” project, the support given to research for the retrospective exhibition of the work of Fernando de Azevedo, and the support given to CAM’s Educational Service.

Quality Management System

During 2013, CAM developed its own Quality Management System, having achieved the respective target for certification on 17 December.

This target called for a management approach that focused on the processes necessary for the programming, design, holding and assessment of exhibitions.

Since its main frame of reference consists of the guidelines established by the Foundation, as reflected in its “Quality Policy”, the procedures of a transverse nature already covered by other certifications and the requirements of the international standards for assessing that the centre conforms to the necessary criteria, a review was undertaken of its daily procedures in order to improve the effectiveness and efficiency of the work performed by each member of the CAM team, both from an internal perspective and from the point of view of the centre’s relationship with its audiences and other stakeholders.

The work that was undertaken also made it possible to clarify the points at which there is an interface with the Foundation’s other departments and programmes, in order to strengthen the overall vision of the Foundation’s interests.
Total

705 858

Receipts

50 232
Gulbenkian Next Future Programme

The Gulbenkian Next Future Programme seeks to promote contact and exchange with practitioners and exponents of the contemporary arts and the critical thought of emerging countries in Africa, Latin America and the Caribbean. The programme operates in the field of contemporary culture, and its intercultural nature provides opportunities for collaboration and interaction with departments and programmes from the areas of education, charity and art.
The general aims of the programme are:
› to plan and implement a wide-ranging cultural programme which is representative of the different geographical regions contemplated by the programme: Africa, Latin America, the Caribbean and Europe;
› to set up informal networks for working artists and artistic research;
› to build on the possibilities offered by the Foundation’s gardens, helping visitors to experience the relationship between nature and art in a way that combines differing sensibilities.

The programme’s activities in 2013 had the following main guidelines:
› to give priority to the visibility of contemporary creation in the arts and in the thought of the cultural region of Southern Africa, which includes countries such as Angola, Zambia, Zimbabwe, Madagascar, Mozambique and South Africa;
› to produce and co-produce new works and promote encounters between these artists and thinkers and the practitioners and audiences of the European art scene;
› to continue to include in the programming of the fourth edition authors and works originating from Brazil, Chile, and the Arab countries of North Africa;
› to incorporate into part of the programming, and on a suitable scale, artistic creation and the producers of theory resident in Portugal.

Exhibitions

“Temporary Occupations – Documents”
11 April to 26 May 2013
Temporary Exhibitions Gallery – main building, Level -1
This exhibition consisted of a documentary look at the three editions of the “Temporary Occupations” project (held in 2010, 2011 and 2012 in Maputo, Mozambique, by the cultural activist Elisa Santos). On this occasion, these three earlier editions of the project were enhanced by the addition of documents relating to its implementation in Mindelo, Cape Verde (in March 2013, already in the form of a co-curatorship with the cultural programmer António Pinto Ribeiro), as well as a significant group of new works included in the presentation of the project in Lisbon, amounting to a total of 22 artists represented at the event. This initiative was the result of a partnership between the Gulbenkian Development Aid Programme (PGAD) and the Next Future Programme (PF).
“Bamako Photography Encounters. For a Sustainable World”
21 June to 1 September
Temporary Exhibitions Gallery – main building
Ninth edition of the most important biennial exhibition of contemporary African photography. This pan-African exhibition first became an itinerant international event in 2011, ending its round-the-world journey at the Foundation’s headquarters in Lisbon. Due to the conflicts that have broken out in Mali, this was the last edition of the biennial that had originally been founded in 1994 and had continued to be organised uninterruptedly until 2013. Under the curatorship of the Tunisian Michket Krifa and the Italian Laura Serani, the event brought together works by 45 photographers — resulting in a total of roughly 280 photographs — and by ten artists who chose to explore the language of photography through video, representing a total of 27 countries. During the period of the exhibition, five thematic guided tours were held in a partnership (in terms of the event’s promotion) with the Gulbenkian Education for Culture and Science Programme (PGECC), designed to contextualise the vast myriad of proposals that were presented.

“Present Tense”
21 June to 1 September
Temporary Exhibitions Gallery – main building, level -1
Calouste Gulbenkian Foundation’s Delegation in Paris, 18 September to 14 December
A specially produced exhibition dedicated to the contemporary production of photography from Southern Africa, with a common emphasis being placed on the various tensions (artistic, social, political, economic and historical) that characterise modern-day life in that region, curated by António Pinto Ribeiro. The exhibition enjoyed the participation of 14 photographers from South Africa, Angola, Madagascar, Mozambique, Democratic Republic of the Congo and Zambia, presenting, in the vast majority of cases, a group of new works by each photographer. A bilingual (Portuguese/English) catalogue was published, which included theoretical contributions by the curator, the researcher Susana Martins (the author of the critical biographies of each of the photographers) and the photography critic Patricia Hayes (who wrote the essay that serves to place this exhibition in the broader context of other recent exhibitions also dedicated to the new contemporary photographic production on the African continent).
Art installations

21 June to 29 September
Gulbenkian Garden
A series of art installations resulting from commissions placed with Portuguese and international artists, with the aim of producing new works designed to make use of the Gulbenkian Garden’s unique characteristics, in order to enhance their artistic enjoyment. In this way, it was possible to discover a variety of installations in different areas of the Garden:

› Alminhas (Shrines), by the Azorean artist Catarina Branco, inspired upon the popular imagination;
› the footpath comprising awnings by Luís Nobre (Portugal), entitled Desvio (Detour);
› the dual sculpture of the South African artist Nicholas Hlobo, dedicated to “Lot’s Wife” (hence the title: Umnka Lothe);
› the caravan that had been subjected to an artistic intervention by the painter Fátima Mendonça (Portugal);
› the hut or shelter known as the “Cabana” (“Hut”), designed and built by the Terra Palha studio directed by the architect Catarina Pinto (Portugal), which was used to house the “Festival of Literature and Thought of Southern Africa”. This hut then remained in the Garden, being available for the free use of passers-by. At the request of the Gulbenkian Human Development Programme (PGDH), the “Cabana” (“Hut”) was also used to host the Tribute to Nelson Mandela (on 18 July) and, at the request of the PGECC, its installation was prolonged until 5 October, so that it could be used to promote the programme’s 2013-2014 season.

Colloquium “ACT 29: Literatures and Cultures in Portugal and Hispanic America”

12 April
Auditorium 3 – main building
A two-day cycle of lectures, with the first day’s event being held at the Faculty of Letters of the University of Lisbon (11 April) and the second day of lectures being held at the Calouste Gulbenkian Foundation. Discussion centred around common issues in the literatures and cultural productions of the 20th and 21st centuries in the Portuguese and Hispano-American worlds. This initiative involved the participation of seven speakers from the most diverse geographical origins, contemplating the specific contexts of Brazil, Cuba, Spain, Mexico, Peru and Portugal, at an event that was jointly organised by the Next Future Programme and the University of Lisbon’s Centre for Comparative Studies.
Festival of Literature and Thought of Southern Africa

21, 22 and 23 June
“Cabana” – Gulbenkian Garden
A cycle of four public debates dedicated, in this 3rd edition, to the broader region of Southern Africa. The focus on “Southern Africa” involved a certain amount of risk, given the great multiplicity of clichés and prejudices that exist about this region of the African continent, but it ended up being a captivating theme that interested audiences from all kinds of interrelated areas. The sessions discussed the following subjects: “The State of the Arts”, “Literature”, “Poetry” and “Thought and Politics”. The media impact of this event was greatly enhanced by the presence of authors, artists and producers originating from this region, amounting to a total of 63 guests.

Garage ball with DJ Rui Miguel Abreu + Analog Africa

21 June
Garage of the Calouste Gulbenkian Foundation
A chance to dance to the sounds of the Portuguese DJ Rui Miguel Abreu, followed by a performance by the group Analog Africa Soundsystem (Germany/Tunisia/Croatia), highlighting the festive dimension of the events organised by the Next Future Programme, which encourages conviviality between different generations and cultures.

Next Future Cinemathèque

24 to 27 June / 1 to 4 July
Open-Air Amphitheatre
By combining the première of five films supported by the Next Future Programme with the first-time screening, in almost all cases, of eight films that were selected (and personally presented) by the South African curator Joan Legalamitlwa, this edition of the Next Future Cinemathèque clearly exemplified the diversity of cinematic panoramas that the programme seeks to promote: ranging from documentary cinema to fictional cinema, from short and medium-length films to feature films, from classical films to more contemporary ones.

The films that were supported and premièred under the scope of the Next Future Programme were:

- Portuguese première – No Flash: Homage to Ricardo Rangel, by Bruno Zgraggen (Mozambique/Switzerland/Portugal);
- European première – trilogy Cacheu, Conakry and Cuba, by Filipa César (Guinea-Bissau/Germany/Portugal);
- World première: Cadjigue, by Sana N’Hada (Guinea-Bissau/Portugal).
Performances of dance, theatre and musical theatre

22 June to 7 July
São Luiz Municipal Theatre and Teatro do Bairro
Continuing the dissemination of the more recent trends in the field of the performing arts and geographies covered by the Next Future Programme, the already existing partnership with the Teatro do Bairro was supplemented by the addition of the Foundation’s collaboration with the São Luiz Municipal Theatre, thus making it possible to share costs and pool human and technical resources for the following performances:

› *Time and Space: The Marrabenta Solos*, choreographed by the Mozambican Panaibra Gabriel Canda (considered by critics to be a specialist producer of the “best dance performance presented in Portugal in 2013”);
› *Orobroy, Stop! + Smile, if you can*, both choreographed by the Mozambican Horácio Macuácua;
› *Outra Hora da Estrela (Another Hour of the Star)*, based on the book *The Hour of the Star* (1977) by Clarice Lispector, directed by the poet Eucanaã Ferraz, with the special guest participation of the singer Jussara Silveira;
› *Velório Chileno (Chilean Wake)*, directed by the young director Cristián Plana and awarded the prize for the “best theatre performance staged in Portugal in 2013” by the specialist critics;
› *África Fantasma II (Ghost Africa II)*, choreographed by the actor and artist João Samões, based on the diary with the same name compiled by Michel Leiris, and centring on his “memories and reflections about colonialism and racism”.

Mention should also be made here of the support obtained for reducing the travel costs of participants, through the respective embassies, which responded positively to the proposal for collaboration presented by the Next Future Programme, namely the governments of Brazil, Chile and Mozambique.

Other events: concerts

28 June and 7 July
Open-Air Amphitheatre
During the fortnight of continuous events programmed for the Next Future “summer activities”, two concerts were held that took advantage of the exceptional conditions offered by the Foundation’s Open-Air Amphitheatre, providing the perfect combination between the surrounding nature and the sounds brought from Tanzania (with the performance by the rock band Jagwa Music, considered to be the main interpreters of the *mchiruku* style) and Ghana (via the United Kingdom, with a mixture of afro-punk, jazz, soul and traditional African rhythms provided by Konkoma).

“Masterclasses”, with Milton Hatoum and Adonis*

21 September
Auditorium 3 – main building
2013 also brought the “Masterclasses” of the Brazilian writer Milton Hatoum and the Arab poet Adonis, which filled the Foundation’s Auditorium 3. Immediately afterwards, a book launch was held for volume 2 of *Grandes Lições (2010-2011)*, in partnership with the publisher Tinta-da-China.
Próximo Futuro / Next Future Newspaper

This bilingual publication has been an excellent instrument, not only for publicising the Next Future programme of events, but also for promoting the Gulbenkian brand, particularly in countries that lie outside the sphere of the Foundation’s more customary relations, such as the countries of North Africa, Sub-Saharan Africa and Mercosur, where various institutions and organisations already receive the newspaper. Several European-based organisations also receive it, and many others have requested to do so. One of the factors contributing to the newspaper’s popularity is the fact that it is a support that combines visual culture with essays and news items discussing themes and problems faced by many of these countries or emerging situations. The newspaper’s Winter 2013 edition naturally highlighted the works that were to be presented in a context that was clearly explained by the political scientist Elizabete Azevedo-Harman. The October edition gave pride of place to the poetry of Southern Africa, offering a bilingual (English/Portuguese) version of a series of previously unpublished texts (by Golgona Anghel and Harry Garuba), besides the poems that had been read by the authors themselves during the “Festival of Literature and Thought of Southern Africa” last June.

Evaluation

The budget that was initially allocated to this set of activities — €645,000 — was implemented as stringently as possible, considering both the ambitious nature of the programme and the fact that 2013 also saw the setting up of an international advisory board, which met in order to monitor and assess the multiple activities undertaken by the Next Future programme. This meeting involved expenditure that had not been planned for in the original budget allocation.

Mention should also be made of the different audiences that were covered by this programme, with the Next Future programme’s pricing policy making a decisive contribution to this outcome. In order to encourage the creation of audiences and to make the activities more widely accessible, there is no admission charge for most events (debates, installations in the gardens, dances), and when a charge is levied it is kept at a particularly low price. Thus, the discounts that are normally made at the Foundation were applied to the normal prices, and a “Next Future Pass” was created that was equivalent to a 60% discount at the seven performing arts events that were programmed for the summer and for which an admission charge was levied; and there was also a 50% discount for professionals working in the performing arts, which is the normal practice adopted by municipal theatres.

Other highly positive aspects of the programming of events that should be mentioned:

› the concentration of debates at weekends proved to be an effective strategy;
› the use of the “Cabana” (“Hut”) as a venue for the debates was a good technical and artistic solution, and it was also used for initiatives organised by the Foundation’s other departments and programmes;
› the great investment that was made in Facebook proved to be a fundamental measure for the promotion of activities.

In view of what has been said, we wish to underline the fact that this year’s activities helped to shape the programme’s three main components, namely:

› criticism and reflection (largely centred on the debates, talks and conferences, and the edition of the Next Future newspaper about Southern Africa);
› the artistic dimension (based on the programme of theatrical events, art installations and part of the music programme);
› the festive dimension, enhanced by the other part of the music programme (which also included the already mentioned “Cabana” (“Hut”), a venue that was used for the summer festivities organised by the architect Catarina Pinto).
<table>
<thead>
<tr>
<th>Initiatives of the Programme</th>
<th>Cost of Initiative (Amounts in Euros)</th>
<th>Support (Amounts in Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibition: “Temporary Occupations – Documents” Admission free</td>
<td>43 272</td>
<td></td>
</tr>
<tr>
<td>Exhibition: “Bamako Photography Encounters. For a Sustainable World” normal ticket: €3; combined ticket for both exhibitions: €4</td>
<td>52 671</td>
<td></td>
</tr>
<tr>
<td>Exhibition “Present Tense” normal ticket: €2; combined ticket for both exhibitions: €4 * includes the costs shared between the Next Future programme and the Foundation’s Delegation in France, under the form of a co-production.</td>
<td>59 685*</td>
<td>Caixa Geral de Depósitos: 10,000 (in the form of sponsorship)</td>
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<tr>
<td>Art installations Admission free</td>
<td>55 000</td>
<td></td>
</tr>
<tr>
<td>Colloquium “ACT 29: Literatures and Cultures in Portugal and Hispanic America” Admission free</td>
<td>7 933</td>
<td></td>
</tr>
<tr>
<td>Festival of Literature and Thought of Southern Africa Admission free</td>
<td>39 212</td>
<td></td>
</tr>
<tr>
<td>Garage Ball with DJ Rui Miguel Abreu + Analog Africa Admission free</td>
<td>6 946</td>
<td></td>
</tr>
<tr>
<td>Next Future Cinemathèque single price per session: €3</td>
<td>25 612</td>
<td></td>
</tr>
<tr>
<td>Performances of dance, theatre and musical theatre normal price of each ticket: €15; price charged only for the two presentations in the Winter Garden of the São Luiz Municipal Theatre: €7</td>
<td>61 175</td>
<td></td>
</tr>
<tr>
<td>Other performances: concerts in the Open-Air Amphitheatre normal price per concert: €12 21 688* * 2 concerts</td>
<td></td>
<td>Brazilian Government: 9,000 Chilean Government: 6,000 Mozambican Government: 4,000</td>
</tr>
<tr>
<td>“Masterclasses” Lecture Admission free</td>
<td>21 616*</td>
<td>* includes the costs of the lectures and the publication in book form of a selection of the lectures from the previous two years.</td>
</tr>
</tbody>
</table>
Education
TOTAL RECEIPTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
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<tr>
<td>Operating costs</td>
<td>116,884</td>
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<tr>
<td>Personnel costs</td>
<td>577,057</td>
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<tr>
<td>Departmental initiatives</td>
<td>1,192,894</td>
</tr>
<tr>
<td>Subsidies and Grants</td>
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</tr>
</tbody>
</table>

Total

3,922,864

Receipts

691,879

AMOUNTS IN EUROS
Gulbenkian Empowering New Generations Programme

The Gulbenkian Qualifying the New Generations Programme (PGQNG), which began its activities in 2013, has as its mission to contribute towards boosting the skills and aptitudes of children and young people by expanding and qualitatively improving their qualifications through the granting of support to activities undertaken by entities external to the Foundation, as well as through its own initiatives.
Programme objectives and criteria for activities

The priority areas of intervention for the PGQNG are the development of early childhood and the qualitative improvement of the education and training provided to children and young people. It is also concerned with encouraging high standards of learning, improving the qualifications of teachers, ensuring the provision of suitable educational resources and developing an environment that is favourable to learning.

The aims of the programme are to:

› Promote the wider extension of the training given to the more vulnerable groups living in a critical situation. According to the data provided by Statistics Portugal (INE) for 2011, 10.6% of the resident population aged 15 or over did not complete formal education, and only 13.4% of the same class of population have completed their higher education, while the rate of early abandonment of education and training is 23.2%.

› Support efforts made to strengthen the quality of the education and training provided, in order to guarantee the effective relevance of the qualifications obtained, with the aim not only of meeting individual needs, but above all of contributing to sustainable development and the building of a more prosperous society with a better quality of life.

› Stimulate the appearance and development of talents, promoting environments that favour the recognition of merit and investing in projects that promote suitable conditions for the full development of the skills and aptitudes of those who most distinguish themselves through the academic, scientific and technical quality of their performance.

The PGQNG has developed its activity based on four essential strategic areas: New Knowledge, New Skills; Innovation in Teaching and Learning; Young for Science; and Reflection on Educational and Scientific Themes.

The programme’s activities were carried out through the organisation of calls for applications and the awarding of support for the development of projects of some size, which, in most cases, resulted from a proactive intervention on the part of the Foundation. The support given to small projects and activities, which was reactive in nature, was largely residual.
Main subsidies awarded and direct initiatives undertaken

- Young for Science: €643,316
- Transverse Projects: €514,582
- Production of Educational Materials: €337,542
- Innovative Projects: €307,071
- Strengthening of Higher Education: €216,000
- Digital Platforms: €194,342
- Technological Modernisation: €168,830
- Publishing Plan: €50,598
- Conferences and Other Events: €37,331
- Training in Deprived Areas: €30,100
- New Skills: €28,682
- Lifelong Learning: €13,194

Overall amount spent in 2013 by the PGQNG on all of its programmes

€2,541,620
New Knowledge, New Skills

Stimulus for training in deprived areas
› Artistic Education for a Curriculum of Excellence – Pilot Project for the First Cycle of Basic Education, carried out by the UNESCO Artistic Education Club (ASPREA). This was a pilot project developed for demonstration purposes, which used an experimental intervention methodology to enhance artistic education in the first cycle of basic education, affording it the curricular dignity and importance which is envisaged in the syllabus for this teaching level, although it does not currently enjoy the corresponding appropriate practical implementation. The project started in 2009 with two classes at the Raul Lino School from the first cycle of basic education, belonging to the Francisco de Arruda Group of Schools in Lisbon, and lasted for four years. During this time, the progress of students was monitored from the 1st to the 4th years of compulsory education.

Development of new skills and new attitudes
› London International Youth Science Forum (LIYSF). Financial support was awarded for the participation in this forum of young Portuguese students who obtained the best results in the National and International Olympics in various scientific subjects (Mathematics, Chemistry, Environment and Information Technology). The LIYSF is an international programme of a scientific and cultural nature, geared towards young scientists between 17 and 21 years of age. Every year, around 300 students from 50 countries from the five continents of the world take part in this event. For a period of two weeks, they live together as an international community, exchanging ideas and experiences and fulfilling the LIYSF goal of spreading scientific knowledge among new generations and ensuring its application for the benefit of all mankind.

› Promotion of changes in learning. The current model of formal education, which has been followed for several decades without any substantial alterations, still prepares students, in what are the essential areas, for a world from the past, which meanwhile has gradually undergone some profound changes. The demand for skills and competences has changed at a very fast rate and the contents of learning have not kept pace with these changes, so that they are now out-of-date and have lost their relevance both for meeting the personal needs of trainees and, above all, in terms of qualifying them for a successful participation in the present-day society based on the knowledge and complex challenges presented by a labour market that is undergoing a process of intense and profound change. A new set of skills, combining the basic, new and so-called “soft” skills, must be developed and integrated into the school curriculum.

Thus, besides its being necessary to integrate the essential technical and vocational skills into the curriculum, it is also necessary to introduce (under forms that still need to be thought about) cognitive, social and communication skills, as well as skills related to personal and ethical behaviour. In this way, it will be possible to guarantee that students acquire the ability to analyse and solve problems, relate with one another and work together as a team, read, write and deal with information, as well as having the capacity to acquire new knowledge, learn from experience and remain open to innovation, while simultaneously guaranteeing the capacity to adopt appropriate personal, social and professional attitudes and values and showing the ability to make correct judgements and take decisions.

These transformations necessarily imply changes in the training of teachers, who play an essential role in the development of students’ skills, and lead to the involvement in the learning process of other leading figures from the social and business world, who can help teachers in the performance of their tasks.

In 2013, in an attempt to collaborate in the response to these complex and difficult challenges, the Foundation, through the PGQNG, began the process of analysing the situation, under the guidance of a group of specialists and involving the schools, the Ministry of Education and Science and the various stakeholders in the education process (students, teachers, families, surrounding community), besides qualified personalities in those fields that are considered relevant for this purpose.

Completed in 2013, this process gave rise to a concrete proposal, which was made prior to the project’s launch in the field and provided for the organisation of some carefully conducted experimental activities, namely in the school context.
In 2014, the pilot-project will be started, with the preparation of materials for the assessment and monitoring of the process, negotiations with, and the involvement of, the community, the choice of the schools/classes that will begin to work as planned, the training of teachers and the supply of the selected schools with the necessary equipment and materials, so that the project can begin in the 2014-2015 school year.

Culture and lifelong learning

› Entry into the labour market for graduates in Portugal: systematisation of the methodologies used in the universities and the construction of a template for gathering data at the national level. An initiative of the Reitoria of the New University of Lisbon, the aim of this project is to build a template that will make it possible to analyse data at a national level relating to the employability of graduates from Portuguese universities, insofar as the collection and analysis of information about the entry into the labour market of university graduates is a recent practice in Portugal, which has essentially taken place at the initiative of some higher education institutions, and then only on an isolated basis and with the use of different methodologies, making any effort to compile and compare data unviable. This situation places Portugal in a minority group of European countries that have no mechanisms available for gathering information at a national level.

Innovation in teaching and learning

Innovative projects of educational institutions

› Project: “Opus Tutti – Artistic Practices in the Creation of Social and Educational Roots”. During 2013, the Foundation continued its support for the implementation of this project run by the Theatrical Music Company, in partnership with the Laboratory of Music and Communication in Infancy of the Centre for the Study of Sociological and Musical Aesthetics (CESEM) of the Faculty of Social and Human Sciences of the New University of Lisbon, under the coordination of Maria Helena Rodrigues.

This project is designed to explore the possibilities of working models that can be used, from early childhood onwards, to promote the full development of the capacities of individuals, from an integral perspective of social and human development. It also provides all of the participants — children, parents and carers, nursery education professionals, teachers and artists — with an excellent opportunity to engage in artistic practices.

Throughout 2013, the “Opus Tutti” project thus developed a set of distinctive practices:

• Participatory musical experiences: *Um Plácido Domingo*, *Babelim* and *Jardim Interior*. These three events, which have quite different characteristics, share among themselves the fact that they are inter-generational experiences founded on a systemic approach to childcare. They also share the fact that they are experiences that are developed on the basis of a diversified set of workshops, taking place over a sufficiently broad time span so that changes can occur in the relationship dynamics between participants.

• A training scheme, “Fun and Art for Early Childhood”, aimed at nursery education professionals, in a different format from the one that is found in customary educational canons.

• A set of musical plays, which will circulate around crèches: “Peça à Peça” (“Play by Play”). Attention is drawn, in this regard, to a series of practices that, aimed above all at babies and children up to the age of three, also provide specific training for artists, who can perform at crèches and kindergartens.

• The holding of three meetings, in a different format from the one that is traditionally used, all of which aroused great interest.
• A series of practices, known collectively by the name of “Crèche e Apareche”, which take place each week at the O Roseiral Children’s Centre.
• The beginning of what may be the application of criteria for objectively observing the situation of art in nursery education, opening up an innovative field of research in international terms, with relevance for various disciplines.
• The creation of a series of expressive resources (the Gamelão de Porcelana e Cristal installation) of a diversified nature, which can be used in a family context, in the crèche or in the community.
• The publication of various materials promoting the “Opus Tutti” project and encouraging reflection upon its implementation.

Accordingly, based on a set of experiments involving the use of artistic practices, the project has successfully achieved its basic objectives:

• To create working models and materials aimed at early childhood, in an intervention that is designed to function as a transverse network involving a variety of educational and social agents.
• To implement a pilot study at a crèche in a socially disadvantaged area of Lisbon.

› Project: Aga Khan Foundation – Urban Community Development Programme (K’Cidade). At the end of 2013, the Calouste Gulbenkian Foundation reached the end of its financial support to the Aga Khan Foundation, under the scope of the educational component of the Urban Community Development Programme (K’Cidade). The grant that the Foundation awarded had the following fundamental aims:

• To guarantee access and success for the most marginalised children in the suburban districts of Greater Lisbon, through the provision of an inclusive, high-quality education.
• To strengthen and support parents and school leaders by imparting the necessary skills and knowledge for them to serve as catalysts for an inclusive, high-quality education.
• To contribute to the creation of knowledge and dialogue capable of influencing policies and practices.

The structural lines of action needed to achieve these objectives were literacy and numeracy, diversity and pedagogical differentiation, and the participatory management of apprenticeships.

Besides the direct benefits obtained by children, educational agents and the project’s technicians, this funding awarded to the Aga Khan Foundation resulted in countless talks and papers being presented and interventions being made all around Portugal and abroad under the form of projects, workshops or participations in round table discussions and publications (books, brochures and articles) which summarise and explain the approaches adopted in the work carried out with children, nursery school staff, teachers and families under the scope of activities related with diversity, literacy and numeracy, as well as a vast group of pedagogical instruments and testimonies to the practical work and sharing achieved between participants in learning communities.

› Associação Menuhin Portugal, MUS-E Project. Continuation of the support that was first given to this international project with artistic, pedagogical and social goals in 2012. The project is geared
towards multicultural school populations from disadvantaged social, economic or cultural backgrounds, and the support is provided in the form of teacher training and a contribution to the expenses incurred by the schools covered by the project.

> “Stimulus for Learning Improvement (E.M.A)” project. In 2013, the Calouste Gulbenkian Foundation launched the third edition of this project, aimed at encouraging the emergence, development and dissemination of innovative, high-quality projects, organised by groups of schools/ungrouped state schools that foster the success of their students through their participation in appropriately structured activities undertaken in partnership with bodies from outside the school community.

This initiative is designed to stimulate the presentation of proposals for intervention that, in addition to reflecting links with the community and public and/or private entities and institutions, as well as other schools, facilitate learning in the different subject areas, nurturing the students’ creativity and enterprise and developing academic, professional and personal skills that lead to better quality education.

The school bodies that the Foundation invites to apply for support under the scope of this project are indicated by the respective Regional Directorates of Education, based on the following criteria:

- schools where students have clear learning difficulties and support is needed to develop interventions of a varied nature, but which show sufficient dynamism for undertaking projects;
- schools whose size justifies the need for intervention, and which, at the same time, have sufficient capacity to present and implement the project;
- schools which preferably are not covered by other programmes and/or projects of a significant size that have a similar aim to the one that the Foundation intends to pursue;
- schools that demonstrate engagement with the community;
- schools of a diverse nature, in particular contemplating establishments that are integrated into an urban or a rural environment.

The “E.M.A” project consists of three distinct phases to be completed by the educational institutions selected:

> 1st PHASE – Presentation of an application specifying the motivation, reasons and framework underlying the proposal and establishing the need for a project to be undertaken. In 2013, 18 school groups/ungrouped schools were selected for the second phase.

> 2nd PHASE – The groups of schools/ungrouped schools selected at the end of the 1st phase then draw up a proposal for intervention stating the initial frame of reference, the methodology to be used, the aims to be attained, the resources needed to achieve these, and an indication of the involvement of partners from outside the school that are considered necessary for the achievement of the stated aims.

> 3rd PHASE – Implementation of the intervention that is approved by the selected groups of schools/ungrouped schools, over a period of 15 months.

In terms of procedures, attention is drawn to the stages of intermediate selection and final selection prior to the approval of the projects for intervention:

- between the 1st and 2nd phases, the Foundation engages in a process of analysis and selection before...
awarding the corresponding financial support for the preparation of the proposal for the 2nd phase;
• between the 2nd and the 3rd phases, the Foundation undertakes a new analysis in order to select and subsequently approve the projects that will be admitted to the 3rd phase, with the award of an innovative form of financial support that affords these institutions suitable conditions for preparing the projects for the 3rd phase.

Seven educational institutions were selected for the school year 2013-2014:
• Trigal de Santa Maria School Group – Trigal Learning Centre – Espaço Hipermédia.
• Martinho Árias School Group, Soure, “Making Science Has No Age”.
• Cidadela School Group, “SINAPSE – Intervention Synergies in Students for the Promotion of Educational Success”.
• Maria Lamas Secondary School, “Road Maps for New Learning Environments (RENOVAR)”.
• Alvalade School Group – “Stimulus for Learning Improvement”.
• Atouguia da Baleia School Group, “Science and Mathematics Laboratory – Mathematics with a Future”.
• Aurélia de Sousa School Group, “Do Better, Learn More”.

“Learn to Be Healthy” project. In 2013, the Gulbenkian Foundation continued its two-year support to the “Learn to Be Healthy” project, organised by “Mundo a Sorrir” (“The World Smiling”), an Association of Portuguese Volunteer Dentists.

This project, which focuses on the prevention of dental ailments and the promotion of oral health, is geared towards children from the 1st cycle of schools located in the Priority Intervention Educational Areas (TEIP) in the districts of Lisbon and Porto.

In the Lisbon district and until the end of 2013, the project was developed in eight schools, with 631 bacterial plaque control tests having been carried out. This activity involved 1,222 children, distributed among the school groups of Olaias (EB1 Engenheiro Duarte Pacheco – 125 children; EB1 Actor Vale – 240 children), Pintor Almada Negreiros (EB1 Pintor Almada Negreiros – 106 children; EB1 Alta de Lisboa – 165 children) and Alto do Lumiar (EB1 Galinheiras – 190 children; EB1 Maria Luz Deus Ramos – 114 children; EB1 No. 91 – 106 children; EB1 No. 34 – 176 children).

In the Porto district, the project has already been implemented in 12 schools, with 515 bacterial plaque control tests having been carried out. This activity involved 1,087 children, distributed among the school groups of Cerco (EB1 Falcão – 145 children; EB1 São Roque da Lameira – 88 children; EB1 Nossa Senhora de Campanhã – 71 children), Leonardo Coimbra (EB1 Pasteleira – 65 children; EB1 Lordelo Ouro – 71 children; EB1 Condomínias – 86 children), António Nobre (EB1 São João de Deus – 44 children), Amial/
Throughout 2013, and in all the classes involved in the project, various sessions were held to raise awareness about oral hygiene, the need for a healthy diet and basic notions regarding oral ailments, as well as practical sessions in the classroom on how to brush your teeth.

**Training through digital platforms**

- “House of Science: the Gulbenkian Website for Teachers”. This website contains a wide range of educational materials from all the scientific areas covered — introduction to sciences, biology, physics, geology, mathematics and chemistry — essentially aimed at primary and secondary school science teachers and intended to provide a tool for their training. This website also serves to disseminate the teachers’ pedagogical experiences and to publicise their work, provided that, in both cases, the materials to be disseminated have been appraised and validated by the project’s academic coordinators. Since its public presentation in May 2009, the website has already exceeded its initial targets, insofar as three additional components have been launched: “WikiCiências” — the first online scientific encyclopaedia in Portuguese aimed at teachers and students from primary and secondary education; the image bank “Imagem.Casa-DasCiências” and the *Revista de Ciência Elementar*, a quarterly review published in an exclusively digital format.

- Project “LusOpenEdition – The Portuguese Electronic Publishing Platform for the Arts and the Social and Human Sciences”. Carried out by the Centre pour l’Édition Electronique Ouverte (CLÉO) in scientific collaboration with the Anthropology Research Network Centre (CRIA) of ISCTE–IUL, this project is designed to create and consolidate a scientific electronic platform in Portuguese in the fields of the Social and Human Sciences, which includes:
  - a calendar of scientific events and debates in the aforementioned fields, which will remain as an archive permanently open for consultation;
  - groups of research blogs which are currently spread over several non-specialised platforms and, as such, are of little visibility. The platform will allow them to bring the findings of their ongoing research to the interested public almost instantaneously, and to promote appropriate debates;
  - a website of magazines and book collections.

- Learning Laboratory – Project “Open Lesson”.
  Carried out by the Portuguese Mathematics Society, the aim of this project is to show the best teaching practices in the disciplines of Portuguese and Mathematics, through a freely accessed website, where visitors will find available recordings of classes (and the respective support materials) given by State or private secondary school teachers, whose students have achieved the best results in national exams for the 12th year of schooling.

- THEKA – Gulbenkian Project to Train Teachers Responsible for the Development of School Libraries. This project was designed to train teachers who were responsible for setting up, organising and activating school libraries/educational resource centres in pre-school and 1st and 2nd cycle educational establishments from basic education. The project reached the end of its activity in the field in 2008, but the website (www.theka.org) still remains active and hosts a series of digital resources, including the contributions that many teachers and other interested professionals share and improve on a regular basis. The Foundation ended the support that it had given to the maintenance and updating of this website in 2013.
Publishing plan

In 2013, as a result of the activity of the Publishing Plan, works were published in the series of University Textbooks, Classical Texts, Portuguese Culture, Educational Texts and Extra Series, amounting to a total of 31 titles, 19 of which were new titles and 12 of which were re-editions. Book launches were also organised for three of the works published.

There was also another aspect of specific work, resulting from a protocol signed with the Foundation for Science and Technology, which meanwhile came to an end and which had as its aim to publish a series of university texts in the area of social and human sciences.

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University Textbooks

Fifteen books were published in this series, with seven new works and eight re-editions.

The new works were as follows:
> Redes de Indignação e Esperança: Movimentos Sociais na Era da Internet, by Manuel Castells.
> O Poder da Comunicação, by Manuel Castells.
> Teorias Contemporâneas da Tradução: Uma Abordagem Pedagógica, by Anthony Pym.
> Estudos de Psicologia Intercultural II: Nós e os Outros, by Félix Fernando Monteiro Neto.
> A Transformação Estrutural da Esfera Pública: Investigação sobre Uma Categoria da Sociedade Burguesa, by Jürgen Habermas.
> Aromaterapia Fundamentos e Utilização, by A. Proença da Cunha and Odete Rodrigues Roque.
> Biologia Evolutiva, by Ulrich Kutschera.
> Electrónica Industrial: Semicondutores e Conversores de Potência, 2nd ed., revised and updated, by José Fernando Alves da Silva.
> Psicologia Social, 9th ed., revised and updated, by Jorge Vala and Maria Benedicta Monteiro.
> Circuitos com Transistores Bipolares e MOS, 5th ed., by Manuel de Medeiros Silva.
> Economia da Empresa, 8th ed., by José Mata.

Extra Series

Five new works were published in this series.
> História e Antologia da Literatura Portuguesa, vol. IV, coordinated by Isabel Allegro de Magalhães.

University Texts for the Social and Human Sciences

Twenty new books were published in this series under the scope of the protocol set up with the Foundation for Science and Technology.

The total gross cost of producing books in 2013 (excluding the University Texts for the Social and Human Sciences series, as this has its own special regime) was €315,098.

The Publishing Plan income of €464,500 demonstrates that this activity is largely self-financing.
Technological modernisation of schools

Special educational needs

The Calouste Gulbenkian Foundation continued to provide support to special education, by opening a competitive application process to fund activities designed to promote the rehabilitation and the educational and social integration of children and young people with special educational needs.

During 2013, the approved projects were monitored and visits were made to assess many of them in situ.

› “Special Education 2013” application process. As in previous years, the “Special Education 2013” application process was held from 28 January to 28 February, 2013, to award grants to activities and initiatives that promote education under the scope of early intervention, rehabilitation and the educational and social integration of children and young people with special educational needs.

A total of 278 institutions, with widely different profiles and geographical origins, applied for grants. After assessing the merits of each application, 20 institutions were selected, whose projects focused in particular on the development of training activities for parents, teachers, technicians and other educational agents, which enabled the relevant stakeholders to be empowered with the skills needed to undertake future initiatives.

The approved projects, which last for one year, initiated their activities in 2013, and continued them into 2014, under the simultaneous monitoring of the Gulbenkian Foundation.

Also in 2013, several activities from the projects selected in the “Special Education 2012” application process were successfully carried out, which likewise were carefully monitored by the Foundation in the field.

› Project “Tablets in Teaching and Learning (TEA): The Gulbenkian Classroom”. This project is designed to promote the use of new technologies in the classroom context and in non-academic activities, always with the aim of fostering the educational success of students. Planned to last for a period of 32 months, this project benefits from the collaboration of the Directorate-General for Schools, of the Ministry of Education and Science, as well as the European Schoolnet. It is designed to:

• acquire tablets and make them available to both teachers and students, in order to permit solutions for the management of equipment in the classroom;
• train teachers and ensure their professional development;
• create a community that makes it possible to share practices and challenges arising during the pilot scheme for the testing of mechanisms and that guarantees continuing support both through peer-based responses and from those who will organise and provide the training;
• create synergies with other bodies that are also developing projects in this area.

Launched in 2013, the project will begin to be implemented in the field as from the 2014-2015 school year, being piloted with two classes of students attending the 7th and 10th years of compulsory education at the Eça de Queirós Secondary School. These students will be monitored for two school years, until the end of the 2015-2016 school year.

Special Education 2013 contest, a session designed to raise the awareness of children to difference, under the scope of the “Dotar” project of the Guimarães Cerebral Palsy Association.
Production of educational and cultural materials

› Obras Completas de Pedro Nunes. The Foundation has been giving financial support to the task of organising a critical edition of this work since 2001. The implementation of this project is the responsibility of a team from the Lisbon Academy of Sciences, under the coordination of Henrique Leitão. Volume VII of this work is currently under preparation.

› Gramática do Português. This Portuguese grammar is being prepared by the Centre of Linguistics of the Classical University of Lisbon. The aim of this project is to provide speakers who have an above-average level of education, but who are not specialists in linguistics, with a work of reference that contains clear and academically rigorous information about central questions relating to the grammar of the Portuguese language in the areas of syntax, morphology, phonology and semantics and to give some indications about spelling and the relationship between sound and spelling. The publication of the first two volumes of this work by the Calouste Gulbenkian Foundation’s Publishing Plan took place in 2013.

› Casa de Mateus International Institute. Support for the work of this institute began in 2010, for the “Adaptation” cycle of activities, which combines activities of an academic and cultural nature. The theme adopted for 2013 was “Creativity”.

› Obras Completas de Eduardo Lourenço. Following on from the project for the organisation, inventorying and cataloguing of the documents existing in the Eduardo Lourenço archive, a team coordinated by João Tiago Pedroso de Lima and Carlos Mendes Sousa has been working since 2010 on the project for the publication of the Obras Completas de Eduardo Lourenço, of which the first volume has already been published in the Portuguese Culture Series of the Programme’s Publishing Plan.

The reasons for undertaking this work can be summarised as the relevance and importance of Eduardo Lourenço in the present-day Portuguese cultural panorama, the great wealth of his widely scattered and varied work, which deserves to be organised and compiled, and the fact that much of his work still remains as yet unpublished.

› Application Process for the Recovery, Treatment and Organisation of Documentary Collections—Under the scope of this call for applications, the programme awarded 14 grants to the following institutions and projects:
  • University of Évora, Historical Archive — “Treatment and Organisation of the Photographic Section of the Túlio Espanca Collection of the University of Évora (19th-20th Centuries)”.
  • Lisbon Polytechnic Institute / Higher School of Theatre and Cinema — “18th and 19th-century Manuscripts of Plays: Project for their Conservation, Digitalisation and Dissemination”.
  • Inês de Castro Foundation — “Recovery, Treatment and Organisation of the Quinta das Lágrimas Archive”.
  • Association of Portuguese Archaeologists — “Recovery, Treatment, Organisation and Dissemination of the Documentary Collection of the Historical Archive of the Association of Portuguese Archaeologists”.
  • Catholic University of Portugal / Centre of Religious History Studies — “SIGILLVM: ‘Corpus’ of Portuguese Seals. Inventorying, Cataloguing and Digitalising the Portuguese Medieval Secular Ecclesiastical Sigillography”.
  • University of Lisbon / Museu Nacional de História Natural e da Ciência — “Fortunate Islands: Treatment, Study and Accessibility of the Unpublished Manuscripts and Drawings of Francisco de Arruda Furtado (1854-1887)”.
  • Espaço Llansol — “Indexation of the Handwritten Papers of Maria Gabriela Llansol: 1st phase: Notebooks and Other Manuscripts”.
  • New University of Lisbon / Faculty of Social and Human Sciences — Romano Torres: A Historical Archive Representative of Contemporary Publishing.
  • Lisbon Municipal Council / Municipal Archive Division — “Recovery and Organisation of the Sun-dry Documentation Section of the Collection of the Irmandade de Ofícios da Antiga Casa dos 24 de Lisboa”.

• Nossa Senhora da Esperança Foundation – “Branco Rodrigues Braille Library”.
• Regional Directorate for Culture in Central Portugal – “Historical and Manuscript Documentary Collection from the 15th to the 20th Century at the Museum of Aveiro”.
• Institute of Scientific and Tropical Research – “Project for the Digitalisation and Treatment of the Portuguese Overseas Film Library, DigiT FUP: the Digital Image in its Dual Function of Support and Documentary Restoration”.

A grant was also awarded to Gradiva Publicações to support the translation into Portuguese of the English original of the work China 3.0.

› Support for Projects in the Area of Archaeology – This is a competitive application process for which a call takes place in alternate years (between 2010 and 2014), with special privilege being given to projects with clearly defined objectives that may give rise to a significant advance in knowledge in the area of archaeology, with an unequivocally established duration and measurable results. Of the six awards that were approved in 2012, the following projects were implemented in 2013:
• Project “Between the Tagus and the Sado Rivers: GIS Predictive Models in the Discovery of New Mesolithic Sites”, by Célia Alves Gonçalves Sequeira, under the scope of “Individual Applications”. This project has been materially and financially implemented as from 2013.
• Project “Study of the Provenance of the Glassware Collection of the Mosteiro de Santa Clara-a-Velha (Coimbra)”, presented by the Foundation of the Faculty of Science and Technology of the New University of Lisbon, under the scope of “Individual Applications”. This project was financially implemented in 2012 and 2013.

Strengthening the scientific capacity of higher education

› Academic Mobility Programme for Teachers. Five grants were awarded to Portuguese higher education institutions for the award of research scholarships, under the title of “Gulbenkian Professorships”, to internationally renowned academics hired as a result of the call for applications launched in 2012.

The following projects were supported under this selection process:
• Project “Advanced Studies in Development: Teaching and Research”. Beneficiary: Higher Institute of Business and Management (ISEG).
• Project “New Insights on the Surface Functionalization of Implants”. Beneficiary: University of Minho.
• Project “Interdisciplinary Study of Christian Medieval Communities (5th to 11th centuries)”. Beneficiary: Faculty of Social and Human Sciences of the New University of Lisbon.
• Project “Use of the Zebra-Fish Animal Model in Biomedical Research”. Beneficiary: Faculty of Medical Sciences of the New University of Lisbon.
• Project “Development of Research and Interven-

A grant was also awarded, for the same purpose, to the Católica Global School of Law of the Catholic University of Portugal for the project “Gulbenkian Professorship at the Católica Global School of Law”, which began in 2011.

- Portuguese Academy of History – The Calouste Gulbenkian History Prizes were awarded to Manuel Cadafaz de Matos, for his work *Estudos Erasmianos (1987-2012).* O Influxo do Erasmismo em Portugal no Século XVI (theme “History of Europe”), awarded jointly to Cristina Costa Gomes, for her work *Diogo de Sá no Renascimento Português, Volumes I e II*, and to José de Paiva Boléo-Tomé, for his work *Um Olhar para Portugal no Mundo – Uma Forma Diferente de Relação Humana* (theme “History of Portugal’s Presence in the World”), as well as to Pedro Marçal Vaz Pereira for his work *As Missões Laicas em África durante a 1.ª República em Portugal* (theme “Modern and Contemporary History of Portugal”).

**Transverse and interdisciplinary training projects in higher education**

- Instituto da Prospectiva. Continuation of the support awarded in 2012 to a project, lasting for three years, to build a knowledge platform about international networks for academic and scientific cooperation in which Portuguese entities take part.
- Innovative Projects in the Education Field. The following five grants were awarded under the scope of this competitive application process:
  - Project “Internationalisation of the PhD Programme in Heritage of Portuguese Influence”. Beneficiary: University of Coimbra.
  - Project “De Par em Par” (“From Peer to Peer”), Beneficiary: Faculty of Engineering of the University of Porto.
  - Project “Contemporary Musical Experiences”. Beneficiary: Higher School of Music and the Performing Arts of the Porto Polytechnic Institute.
  - Project “Dialogues... Science, Tradition and Culture”. Beneficiary: Higher School of Education of the Polytechnic Institute of Castelo Branco.

A further 22 grants were awarded, with attention being drawn to the following in particular, because of their importance:

- PhD Programme in Artistic Studies, promoted by the Faculty of Social and Human Sciences of the New University of Lisbon.
- PhD Programme in Comparative Politics and International Relations of the Institute of Social Sciences of the University of Lisbon.
- Project “Think, Do and Ask”, implemented by the Exploratory – Coimbra Live Science Centre.
- Project “ASTEE – Assessment Tools and Indicators for Entrepreneurship Education”, promoted by the Associação PEEP, Educar para Empreender.
- Organisation of a workshop on artistic education with Maurício Padovan, by ASPREA – Associação Pro-Educação Artística.
- Publication of *Obras Seletas do P. Luís Archer*, promoted by Broteria, Cristianismo e Cultura.
- Organisation of “Portal 2013 – 1st Annual Conference of Portuguese Postgraduates in Germany”.
- Organisation of “LUSO 2013 – 7th Conference of Portuguese Researchers and Students in the United Kingdom”, by PARSUK – Portuguese Association of Researchers and Students in the United Kingdom.
- Publication of a dictionary of Portuguese for foreigners, organised by Provincia Portuguesa da Companhia de Jesus.
- Project for the “Preparation and Adaptation of the Screening Test for the Early Detection of Language Problems in Schoolchildren”, implemented by the Faculty of Social and Human Sciences of the New University of Lisbon.

Support was also granted for the publication of studies written in homage to various leading figures from Portuguese universities.
Young for science

Training in exact and experimental sciences
Exhibition “360º Science Discovered”
1 March to 2 June 2013
Curator: Henrique Leitão

Temporary Exhibitions Gallery in the Main Building
This exhibition sought to draw attention to a little-known chapter in the history of science, in which Portuguese and Spanish appear as the precursors of the modern science of the 18th century. It was not an exhibition about the Portuguese Discoveries, but instead an exhibition that sought to reveal the scientific contributions of the Portuguese and Spanish in the 15th and 16th centuries, during the period of the great seafaring explorations, showing the impact that they had on the appearance of modern science and shedding light on a series of notable phenomena associated with the voyages undertaken by the Iberian people, which lay at the foundation of scientific modernity.

The exhibition sought to show how the meeting with new worlds also made it possible to discover a new science and required innovative approaches to themes that had already been the subject of other exhibitions, seeking to be a turning point in the way in which the general public approaches these scientific matters.

“360º Science Discovered” sought to demonstrate how the confrontation that took place between ancient knowledge and the novelties observed redefined the way of studying Nature, documenting the encounter that the Portuguese and Spanish enjoyed with an unknown world, describing the technical progress, new practices and new ideas that resulted from this encounter. The exhibition was divided into six sections: 1) Knowledge through the Word; 2) The Surprise of Things New; 3) From the Mediterranean Outwards to the Entire World; 4) Each Star is a Number; 5) Planning the Management of Knowledge; 6) From the New World, A New Science.

An attempt was made to adapt the different topics of the exhibition to guided tours offered to teachers and students from preschool education (over five years of age), from the 1st, 2nd and 3rd cycles of primary education, and from secondary, vocational and university education, with the collaboration of the Gulbenkian Programme of Education for Culture and Science. Tours were also organised for students from higher education and for the senior citizens’ academies.

An educational programme was also developed for families and adults, which enjoyed the participation of the Museu Nacional de História Natural e da Ciência and the Museu de Marinha.

Taking the exhibition “360º Science Discovered” as its starting point, a catalogue was produced with an introduction by Artur Santos Silva, and texts by Henrique Leitão, “A new world and a new science”, Teresa Nobre de Carvalho, “Beyond the horizon, a dazzling novelty”, Joaquim Alves Gaspar and Antonio Sanchez, “From the Mediterranean to the World. The beginnings of the Iberian cartography of the Renaissance”.

Besides the above-mentioned texts, the catalogue, which was coordinated by the exhibition’s curator, also included 48 images of the pieces that were presented in the exhibition. For those readers who like to go deeper into the themes dealt with in the exhibition, it also listed a bibliography.

The exhibition catalogue, which had an initial print run of 5,000 copies, sold a total of 2,752 copies (1,676 at the Gulbenkian Foundation and 1,076 that were distributed by the Público newspaper as part of a campaign advertising the exhibition).

The exhibition received 35,400 visitors and 353 guided tours were made.

Support for scientific culture – Project “Think, Do and Ask”. Initiative of the Exploratory – Coimbra Live Science Centre. This is a pilot project developed with schools from the 1st and 2nd cycles of primary education in the district of Coimbra, which seeks to stimulate the curiosity of younger students and encourage experimental activity in science through the organisation of practical activities at the Exploratory (experimental activities, lessons and the creation of teaching kits), designed to stimulate curiosity about science at school, in the family and through Facebook.

Support for scientific development

Support for Research – This project was developed in 2013, with grants having been made to the following research centres, the host institutions for the projects selected under the call for applications supported by the Gulbenkian Scholarships Department:
• Multidisciplinary Centre for Astrophysics of the Physics Department of the Higher Technical Institute;
• Laser and Plasma Group of the Plasma and Nuclear Physics Institute of the Higher Technical Institute;
• Chemistry and Technology Network of the Chemistry Centre of the University of Porto;
• Centre of Chemistry and Biochemistry of the Faculty of Science of the University of Lisbon;
• Physics–Mathematics Group of the University of Lisbon;
• Physics Centre of the University of Minho;
• Astrophysics Centre of the University of Porto.

Also taking place was the presentation of the prize-winning research projects in 2012 and the award of the distinctions attributed under the scope of this project [as well as the presentation of the prize-winning scientific articles and the award of the distinctions attributed under the scope of the Programme for the Internationalisation of Social Sciences in Portugal 2012].

› New Talents in Mathematics: Summer School and Annual Conference of Scholarship Holders – The theme of this year’s summer school was “Representation Theory”, which involved roughly 70 participants and was designed to encourage the participation of foreign students. The Calouste Gulbenkian Foundation supported the participation of ten students. The foreign visiting professors who lectured on the course were Eric Sommers, from the University of Massachusetts and the National Science Foundation, Pavel Etingof, from MIT, and Peter Trapa, from the University of Utah. Also taking place under the scope of this initiative was the 14th National Conference of Scholarship Holders, which brought together scholarship holders from the Calouste Gulbenkian Foundation, who are university students that are distinguished each year with the award of a scholarship and who demonstrate a high level of academic merit.

• “Tutors – The New Talents in Mathematics Contest” distinguishes, each year, university students (20) who display a high level of academic merit and encourages the development of their mathematical culture and skills, supporting their work with the help of recognised specialists (20), who will fulfil the role of tutors. Under the guidance of their tutors, the participants are expected to undertake in-depth studies and/or play an active part in a seminar programme and/or embark upon their own research work in mathematics.

› Extracurricular Scientific and Cultural Activities – under the scope of this contest, whose aim is to support initiatives of a scientific, artistic, educational and training nature, promoted by and for young people, 27 projects were supported, whose activities were related to a range of different fields:

• University Theatre. Subsidies were awarded for the production of theatre festivals and plays and the organisation of training sessions in various artistic areas to: TEUC – the Student Theatre of the University of Coimbra; Caixa Negra (CITAC) – the Circle of Introduction to Theatre at the Coimbra Academy; GEFAC – the Ethnographic and Folklore Group of the Coimbra Academy; TUP – the Theatre of the University of Porto; TeatrUBI – the Theatre Group of the University of Beira Interior; and the Novo Núcleo de Teatro of the Students’ Association of the Faculty of Science and Technology of the New University of Lisbon to carry out initiatives included in their annual plans of activities.

• Grants were also awarded to GTIST – the Theatre Group of the Higher Technical Institute for the implementation of the “Zona” project; TUT – the Theatre Group of the Technical University of Lisbon for the project “The Person as the Centre of Development”; the Students’ Association of the Faculty of Letters of the University of Lisbon for the plays Vamos Dar Cabo Deles and Aldrabices; the Faculty of Engineering of the University of Porto for the “Ricardo Alves” project; the Nova Theatre Group of the Student’s Association of the Faculty of Social and Human Sciences of the New University of Lisbon for the theatrical show Morro como País; and the Miguel Torga Theatre Group, of the Faculty of Medical Sciences of the New University of Lisbon, for the plays A Estação dos Mártires da Pátria and O Despertar da Primavera.

• Subsidies were also awarded to: the Classical Theatre Festival Association to hold the 15th Classical Theatre Festival; the University of Lisbon for the organisation of FATAL 2013; and Serpa Secondary School for the organisation of the 34th National School Theatre Conference.
• Choir and Instrumental Groups. Subsidies were awarded to TUIST – the Musical Band of the Higher Technical Institute and Orfeão Universitário do Porto (the Porto University Choral Society) for various initiatives included in their annual plan of activities.

• Extracurricular Scientific and Cultural Activities – Subsidies were awarded to: the Portuguese Mathematics Society for the “Mathematics Olympics”; the Portuguese Astronomy Society to stage the “2013 Astronomy Olympics”; the Portuguese Chemistry Society for the “2013 Chemistry Olympics”; PROSOFOS – Association for the Promotion of Philosophy to stage the “2013 National Philosophy Olympics”; the various local centres of BEST – Board of European Students of Technology (Aveiro, Lisbon, Almada and Faro) to put on European summer courses; the Youth Science Association to organise a programme of events for the promotion and dissemination of science and technology amongst young people; and the Centre of Cinematographic Studies of the Coimbra Academic Association to organise the “Cinematography – From the Idea to the Film” course.
Reflection on educational and scientific themes

International Education Conference 2013
“Books and Reading: Challenges of the Digital Age”
28 October
Auditorium 2
This year, the Calouste Gulbenkian Foundation returned to its international conferences on educational themes that had first begun in 2000. Books and reading in a context dominated by a rapid technological development that leads us to question the future of the book based on the present-day practices of digital reading were the theme discussed at this conference attended by roughly 1,100 participants.

As it had not been possible, in the previous year, to mark the 50th anniversary of the creation of the Calouste Gulbenkian Foundation’s Publishing Plan, this international conference was used as an opportunity to commemorate this occasion. The conference was privileged to enjoy the participation of the great German philosopher and sociologist Jürgen Habermas, whose translation into Portuguese of his work The Structural Transformation of the Public Sphere (A Transformação Estrutural da Esfera Pública) was published this year by the Foundation’s Publishing Plan.

As the main speaker at this conference, Jürgen Habermas devoted his address to a highly relevant and current political and social theme: “Democracy in Europe”.

This period of more than half a century since the creation of the Foundation’s Publishing Plan was also marked by the launch of a reference work whose preparation had begun 13 years earlier, and which was finally published in 2013. This was a lengthy project, but the quality of its results fully justifies the amount of time that it took to come to fruition. The work in question was the Gramática do Português, a Portuguese grammar that filled an important gap in the area of the Portuguese language by offering an instrument for consultation that will make it possible to further enhance our language.

Also presented during the conference were the main conclusions of a study that questions the future of the book based on the present-day practices of digital reading, bringing together various Portuguese and foreign specialists and giving the conference an international dimension that prevented it from being limited to centring its analysis exclusively on the Portuguese reality. This study was coordinated by Gustavo Cardoso, a researcher from the Centre for Research and Studies in Sociology (CIES) of ISCTE – Lisbon University Institute.

Each of these themes was also discussed by Portuguese and foreign specialists who had been specially invited to take part in the conference.
Total Receipts

152 935

AMOUNTS IN EUROS
Scholarships Department

The Gulbenkian Scholarships Department was created in May 2012. Its mission is to reward excellence and stimulate research in specific fields of knowledge and in the Gulbenkian Foundation’s priority fields of intervention, through the award of scholarships. These scholarships are aimed in particular at advanced training, involving the updating and improvement of the knowledge and skills of scientists and qualified professionals, in order to develop and enhance human resources. The goal is to develop a coherent and systematic response to current and future needs in the priority areas of knowledge and learning. The following priority intervention areas were established during the course of 2013:

› strengthening applied research in scientific and technological areas;
› promoting professional development and improvement in the arts;
› promoting research into topics relating to the Portuguese culture or language;
› providing advanced training for human resources originating from the Portuguese-speaking African countries and East Timor;
› providing advanced medical training.
Summary of Gulbenkian scholarships, by level and area of training and by country of origin of the scholarship holder, awarded in 2013

Source: Calouste Gulbenkian Foundation.
Out of a total of 285 scholarship holders, around 60% are from Portugal, with Cape Verde and São Tomé and Príncipe being the other two most represented nationalities. Undergraduate scholars represent roughly 30% of the total. Professional development and specialisation initiatives, which focused in particular on scholarships for study in Art and Music, accounted for roughly a quarter of the total.

Strengthening applied research in scientific and technological areas

The main aim of these scholarships is to boost the country’s capacity for applied research, through the provision of undergraduate and postgraduate qualifications in high-quality academic areas and high-quality and relevant PhD programmes. Under the scope of this intervention, attention is drawn to the following scholarships:

Long-term scholarships
The 12 scholarships awarded in 2013 were essentially geared towards PhD studies, continuing to support the students chosen through the competitive application process launched in 2009, the last year of the Gulbenkian PhD Scholarships Programme.

The main areas of study were: exact sciences, biological sciences, social sciences and human sciences.

Short-term scholarships and protocols
Twelve scholarships were awarded in this area, essentially under the scope of the protocols established between the Gulbenkian Foundation and other institutions. A protocol remains in effect for cooperation with the University of the Azores to support the participation of teachers in courses and seminars held in mainland Portugal.

In 2013, a protocol was also established with the Portuguese Association Against Leukaemia with the aim of contributing, in a flexible manner that is adapted to each individual, to the improvement and updating of the teams of professionals at Portuguese institutions who dedicated themselves to the diagnosis and treatment of patients with haematological malignancies. Under the scope of this protocol, a one-year scholarship was awarded for medical training in the United States of America.

Undergraduate/special regime scholarships
This line of action is designed to support studies undertaken in accordance with strict criteria regarding academic quality, further linked to the question of the financial hardship faced by households. As a general rule, these scholarships are awarded under the scope of protocols established with other institutions.

A total of 31 scholarships were awarded in 2013, and the main undergraduate courses covered by these scholarships were: Medicine, Pharmaceutical Sciences, Biochemistry, Engineering and Law.

Long-term scholarships for foreigners
Following an agreement signed between the Foundation and the Government of Iraq, through the Embassy of that country in Lisbon, a scholarship was awarded to an Iraqi student to attend a PhD programme in Architecture, at the Higher Technical Institute. Also as part of the above agreement, the
scholarships awarded to three Iraqi students were renewed to enable them to continue their PhD programmes in Petroleums and Civil Engineering, at the Higher Technical Institute, and in Comparative Politics at the Institute of Social Sciences.

Following a request made by the Iraqi Embassy in Lisbon, and taking into account the needs existing in the various sectors of museum studies in that country, a grant was awarded to two Iraqi specialists from the Museum of Iraq to travel to Portugal to receive technical training at the Gulbenkian Museum.

**Incentive Programme for Scientific Research**

The aim of this programme is to stimulate creativity and quality among young people involved in research studies at Portuguese research institutions, aged 26 or under on 31 December 2013. Applicants must have at least a first degree and must not yet have obtained a PhD.

In 2013, applications were invited in the following areas of research: mathematics, physics, chemistry, and earth and space sciences.

Each year, the programme gives two annual awards to high-quality proposals in each of the four research areas and simultaneously provides support to implement them in the following year at Portuguese research centres. The detailed analysis and list of the projects awarded support in this way can be consulted at <http://www.gulbenkian.pt>.

**“New Talents in Mathematics” Programme**

Every year, the “New Talents in Mathematics” programme selects university students from courses with a strong Mathematics component who demonstrate high academic merit. Its aim is to encourage the development of their mathematical knowledge and skills, supporting their work with the help of recognised specialists who will act as tutors.

Following a competitive application process, the Calouste Gulbenkian Foundation awarded 20 merit grants in the academic year 2013-2014. The full list of successful applicants can be consulted at <http://www.gulbenkian.pt>.

**Professional development and improvement in the arts**

The scholarships awarded in this category are designed to promote the development of projects for professional specialisation, development and improvement in the arts, covering two main areas – Fine Arts and Music.

**Fine Arts scholarships**

The scholarships for specialisation and professional development in the arts are awarded to projects of an academic nature, as well as other projects developed in the field of artistic creation or linked to theoretical research. These scholarships are designed to support training undertaken abroad and are awarded through a competitive application process launched each year.

In 2012, 32 grants (new awards and renewed scholarships) were awarded in the following areas: visual arts, curatorship, cinema, theatre and dance.

It should be pointed out that the scholarships awarded for training in Fine Arts in the United States of America receive 50% of their funding from the Luso-American Foundation for Development, under the scope of a cooperation programme that was launched in 1987.

**Music scholarships**

Music scholarships have the overriding goal of stimulating professional development and specialisation in the various fields of Music, by funding training in artistic improvement abroad for qualified musicians and other individuals who, although not academically qualified, exercise their professional activity in these areas. The areas that the selection process will focus on are defined on an annual basis. In 2013, the areas covered were those relating to different orchestral instruments and the conducting of orchestra direction.

A total of 27 scholarships (new awards and renewals) were awarded in 2013.

In the field of Music, ENOA scholarships were also awarded for short-term training courses (workshops and seminars) under the framework of the ENOA network, of which the Gulbenkian Foundation is a full member, and which is composed of various European institutions, namely opera academies,
foundations and opera festivals. This network has the overriding goal of supporting young artists taking their first steps in their professional careers and helping young stage directors in the domain of opera: singers, pianists, composers, conductors, authors and stage directors. Ten scholarships were awarded in 2013 to train young Portuguese artists taking part in ENOA initiatives abroad.

Under the scope of the Music scholarships, attention is drawn to the support given to the Young Musicians Award, as part of a partnership with RTP/ Antena 2. In 2013, five training awards were made to solo performers ranked first in their respective categories. One training award was also made in the composition category.

Research into Portuguese Culture and the Culture of Portuguese-speaking Countries

Research Scholarships for Foreigners on Portuguese Topics
The fundamental goal of these scholarships is to stimulate the dissemination of Portuguese culture in foreign countries through the award of scholarships to foreign postgraduates seeking to undertake research in Portugal or publish books in the areas of History, History of Art, Literature and Political Science.

In 2013, scholarships were awarded to 20 applicants from the following countries: Brazil, China, Colombia, Spain, the United States of America, India, Italy and Russia. The distribution of these scholarships by countries is presented in the following table. One scholarship was renewed from the previous year.

Research Scholarships for Foreigners on Topics Relating to Portuguese-Speaking Countries
These scholarships are destined to support research undertaken in Portugal, in the field of the Humanities, by foreign postgraduates who intend to study questions relating to the Portuguese-speaking African countries in the areas of History, History of Art, Literature and Political Science.

In 2013, a Cape Verdean researcher was chosen to develop research in Portugal into the history of the Church in Cape Verde – “Ecclesiastical History of Cape Verde (15-18th Centuries)” – which he would undertake at various Portuguese archives. A scholarship awarded to a Mozambican researcher was also renewed, with a view to undertaking research in Portugal on the theme of “A Visual Struggle for Mozambique. Revisiting Narratives, Interpreting Photographs (1850-1930)”.

Research Scholarships for Foreigners on Portuguese Topics

Research Scholarships for Foreigners on Topics Relating to Portuguese-Speaking Countries
Advanced training of human resources / Portuguese-speaking African Countries and East Timor

Postgraduate Training/Portuguese-speaking African Countries and East Timor

In 2013, a total of 82 scholarships were awarded in this area (new scholarships and renewals). The improvement of the human resources in the countries covered by this programme is a crucial tool in their economic and social development, and is one of the main lines of intervention in terms of development aid, forming a very significant part of the education component of the programme.

In 2013, the programme continued to follow the strategy of increasing the ratio of the number of postgraduate scholarships in relation to undergraduate scholarships, which resulted in the award of this latter type of scholarship only to students in São Tomé and Principe, with the scholarships awarded for the remaining countries being concentrated exclusively on support for postgraduate training, taking into account the existence of a wide range of courses and higher education options available in some of the countries covered by the programme. This situation is especially important for Angola, Cape Verde and Mozambique.
Research scholarships for PhD students from the Portuguese-speaking African countries

A competitive application process was launched in this area at the end of 2013, under the joint responsibility of the Gulbenkian Scholarships Service and the Gulbenkian Development Aid Programme.

These scholarships provide support for the preparation of research projects by PhD students from the Portuguese-speaking African countries who are studying at universities outside their own countries.

The scholarships will be awarded to students undertaking fieldwork in their countries of origin in the areas of health sciences, environmental engineering, agricultural engineering, economics, mining and geology.

Forty-four applications were received, with the selection and identification of scholarship holders set to take place at the beginning of 2014.

Advanced Medical Training Programme

The programme’s areas of intervention are clinical research and the advanced medical training of highly specialised clinicians. The main aim is to help doctors interested in combining their professional activity with research in order to acquire solid scientific bases and to be able to develop high-quality research projects in their specific areas of interest.

The first edition of the programme started in 2008. The fourth edition was launched in 2011 and will continue until 2015. The number of scholarship holders was ten in each of the first three years and nine in the fourth edition, making a total of 39 doctors covered by this programme.

During 2013, the scholarship holders of the third edition (which had begun in 2010) reached the end of their participation in the programme.

The fourth edition was the subject of a protocol signed between the Foundation for Science and Technology (FCT), the Health System Central Administration (ACSS, Ministry of Health) and the Gulbenkian Foundation. As a result of this protocol, the scholarships awarded to the doctors participating in this edition of the programme are funded by the FCT (with the award of a PhD scholarship) with complementary support from ACSS.

In 2013, the Champalimaud Foundation continued its support for this programme, by paying the total costs incurred with the training of an oncologist in the third edition and part of the costs relating to the clinical research undertaken by scholarship holders in the course of this year.

Complementary activities

During 2013, work continued on developing the Scholarship Information System and on creating the Gulbenkian Scholarship Holders Network.

Scholarship holders database

Progress was made in the creation and management of the Scholarship Holders Database, where information will be made available about all of the Foundation’s former and current scholarship holders. The database was completed for the years 2000 to 2013 and work was continued on the database for the years 1956 to 1999.

Surveys of professional integration and career development

Follow-up studies of former scholarship holders are being conducted on a regular basis, with the aim of gaining an in-depth knowledge about their different forms of professional integration and the possible difficulties that they faced in gaining access to the labour market. The first survey of former holders of research scholarships for foreigners on Portuguese topics and on topics relating to Portuguese-speaking countries was started, aimed at a group of roughly 300 foreign researchers, who undertook research studies in Portugal in the following specialist areas: history, history of art, literature, architecture and political science. The results of this survey, as well as of surveys undertaken with other groups of scholarship holders, will be published in 2014.

Meetings with scholarship holders

Two meetings were held with all of the holders of research scholarships for foreigners who are currently in Portugal undertaking research into Por-
tuguese culture. These took place in June and November and were useful in promoting dialogue between the Foundation and these scholarship holders, as well as in bringing together scholarship holders of various nationalities to share their experiences and ideas and to publicise the research work that they are undertaking with the support of the Calouste Gulbenkian Foundation.

In the case of the Gulbenkian undergraduate and postgraduate scholarship holders from the Portuguese-speaking African countries and East Timor, the first meeting was held with scholarship holders that are currently studying in the Lisbon region. This meeting was opened with a lecture given by Carlos Tiny, a former Gulbenkian Foundation scholarship holder, who provided a personal and moving description of the way in which the Gulbenkian scholarship that he had been awarded in the 1960s had profoundly changed his personal and professional prospects. Eighteen scholarship holders were present at the meeting and they had the opportunity to report on the current situation regarding the training activities that they are undertaking, as well as to describe their future academic and professional career prospects. At the end of the meeting, there was a wide-ranging and lively debate between the participants.

In 2013, there was a meeting of scholarship holders who are currently pursuing their studies in the visual and performing arts in different countries around the world. Fifteen scholarship holders attended the meeting, which provided young Portuguese students with the chance to present their projects and to demonstrate how they had benefited from the time they had spent in new worlds and to show how important their scholarships had been in providing them with extremely pertinent educational opportunities in the development of their professional careers.
First meeting with undergraduate and postgraduate scholarship holders from the Portuguese-speaking African countries and East Timor.

<table>
<thead>
<tr>
<th>Projects/Initiatives of the Scholarships Department</th>
<th>Costs (Amounts in Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening applied research in scientific and technological areas</td>
<td>344,678</td>
</tr>
<tr>
<td>Long-term scholarships</td>
<td>63,696</td>
</tr>
<tr>
<td>Short-term scholarships and protocols</td>
<td>68,530</td>
</tr>
<tr>
<td>Undergraduate/special regime scholarships</td>
<td>77,190</td>
</tr>
<tr>
<td>Long-term scholarships for foreigners</td>
<td>65,040</td>
</tr>
<tr>
<td>Research Stimulation Programme</td>
<td>20,005</td>
</tr>
<tr>
<td>“New Talents in Mathematics” Programme</td>
<td>50,215</td>
</tr>
<tr>
<td>Professional development and improvement in the arts</td>
<td>791,947</td>
</tr>
<tr>
<td>Fine Arts scholarships</td>
<td>413,937</td>
</tr>
<tr>
<td>Music scholarships</td>
<td>378,010</td>
</tr>
<tr>
<td>Research into Portuguese culture and the culture of Portuguese-speaking countries</td>
<td>185,389</td>
</tr>
<tr>
<td>Research Scholarships for Foreigners on Portuguese Topics</td>
<td>172,545</td>
</tr>
<tr>
<td>Research Scholarships for foreigners on Topics Relating to Portuguese-Speaking Countries</td>
<td>13,135</td>
</tr>
<tr>
<td>Advanced training of human resources / Portuguese-speaking African Countries and East Timor</td>
<td>729,546</td>
</tr>
</tbody>
</table>
Total

2 186 088

Receipts

58 158

Investment

97 594
Art Library

The Art Library is considered by the academic community to be the most complete and important library in the country today in its specific areas of intervention. It is a specialised library that caters specifically for those involved in artistic, critical, educational or academic activities and mainly focuses on architecture and the visual arts. The Library’s resources and services are all designed to support individual and institutional activities alike, with particular emphasis on contributing to cultural initiatives such as the publication of studies and the organisation of exhibitions. The Library also centralises the management of a wide-ranging documentary heritage that goes beyond the arts and includes the management and conservation of all the publications produced or sponsored by the Foundation.
The Art Library — which was originally known as the General Library, and then later as the General Art Library — was set up in 1969 with the aim of centralising the documental collections existing at the Calouste Gulbenkian Foundation, with special importance being given to those intended to support the Gulbenkian Museum and to the private library of Calouste Gulbenkian himself, which consists of roughly three thousand titles.

In addition to its permanent general collection of documents that is constantly updated with works recorded on various supports, the Library continues to add to and improve its unique heritage of the personal papers and private collections of Portuguese architects and artists, as well as photographic collections and archives about the history of art in Portugal. These sections include the personal papers and private collections of Amadeo de Souza-Cardoso, Diogo Macedo, Luís Reis Santos, Raul Lino and Cristino da Silva, as well as the photographic collections of Mário and Horácio Novais and the Teatro de Cordel Fund. The Art Library also subscribes to around 200 periodicals.

Hein Semke, *Hüte die Blume in Dir* (I protect the flower in you or The small book of flowers), 1960.
The Library’s objectives and their achievement

In 2013, the main objective of the activities undertaken was to ensure the quality and diversity of the Library’s services to the public by systematically seeking to enhance the provision of information, its quality and relevance, thus addressing its core mission. Activities of particular significance in this context are the continuing development and updating of the collections, essentially in the Library’s specific areas, the ongoing conservation and preservation plan, and, naturally, the renewal of procedures and services with the aim of widening the means of dissemination and use of the information resources available.

Of the various objectives that the Art Library had established for 2013 in its different areas of intervention— including the bibliographical control dissemination of new information resources, the conservation of collections, and the provision of services to the public— the achievement rate was close to 100% (see Table 1), resulting in a general achievement rate for the Art Library of 98.90%.

New contents made available to the public

Acquisitions

During 2013, the Art Library enriched its collections through the acquisition of new documents in the form of current publications, of which 1,585 were donations and 607 were purchases. In comparison with the previous year (see Graph 1), there was a slight increase in the number of donations (164 new documents) and a slight decrease in the number of purchases.

Graph 1 — Evolution of donations and purchases (2012-2013)

Table 1

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACHIEVEMENT RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>To update and promote the enrichment of the Art Library’s documentary and other collections</td>
<td>99.99%</td>
</tr>
<tr>
<td>To improve the conditions existing for the conservation and preservation of items with bibliographical and heritage value</td>
<td>99.97%</td>
</tr>
<tr>
<td>To guarantee the availability of collections</td>
<td>91.25%</td>
</tr>
<tr>
<td>To improve the quality of the information and services provided to the public</td>
<td>99.98%</td>
</tr>
<tr>
<td>To ensure the management of information systems and to foster suitable technical developments</td>
<td>100%</td>
</tr>
<tr>
<td>To restructure the spaces used for collections and services</td>
<td>100%</td>
</tr>
<tr>
<td>To support institutional projects developed by the Calouste Gulbenkian Foundation</td>
<td>100%</td>
</tr>
<tr>
<td>To promote a quality culture in all of the Library’s activities in order to strengthen its internal and external performance</td>
<td>100%</td>
</tr>
</tbody>
</table>
Contents made available – an overview
During the year, the public were afforded access not only to all the documents purchased or donated in this period, but also to an important group of already existing documents, belonging to bequests and special collections that had not previously been described and consequently had been inaccessible to readers. Besides the number of new documents that entered the library during the year, there were also a further 8,420 that were newly described.

For 2013, 7,100 new bibliographical records had been forecast, but in fact only 10,612 were produced. Stock records also recorded an increase of 25,895 new entries in comparison with the previous year. By the end of 2013, the Art Library’s bibliographical database had 234,366 bibliographical records and 390,600 stock records.

Special collections and digital contents
In 2013, the work involved in processing this type of collection and making the documents available for consultation essentially concentrated on continuing the bibliographical control of four large collections: the Mário Novais Studio, exhibition catalogues from the Diogo de Macedo collection, periodical publications from the Bordalo Botto collection, and the processing and respective digitisation of the personal papers of João Miguel dos Santos Simões under the scope of the “DigiTile” project.

As a result of the treatment undertaken in both 2013 and 2012, an important set of new digital contents were made available to the public, namely:
› Mário Novais Studio: 8,719 new images;
› Exhibition catalogues: 4,942 new images;
› Hein Semke collection: 2,110 new images;
› Sebastião Rodrigues collection: 687 new images;
› Biographical and geographical album: 414 new images;
› J. Lima photographs: 51 new images.

Besides these collections, digital reproductions of rare documents were also made available, namely some of the Foundation’s publications (brochures, catalogues, etc.). 2013 thus came to an end with 26,052 new images being made available to the public.
The total number of digital images increased from 252,161 in 2012 to 278,213 in 2013, representing an increase of 10.33%. These results exceeded the forecast made at the start of the year (270,000) by a total of 8,213 new images. As far as the Flickr service is concerned: 5,000 new images were uploaded.

At the same time, some special new collections were also received by the Art Library over the course of the year. These will further enrich and diversify the information that is made available to the public, namely:

› Private Collection and Personal Papers of Manuel Reys Santos (1921-2012), one of the most important Portuguese painting restorers. This collection was donated to the Library and consists of manuscripts, press cuttings, postcards, photographs and printed publications.

› Private library of the important researcher into the history of photography José Luís Madeira (1948-2012), comprising 654 titles of books and periodical publications.

Services to the public

During 2013, services to the public were improved mainly through the provision of new digital contents and the development and consolidation of bibliographical information made available in the catalogue of the Art Library, particularly as far as special collections are concerned. Significantly, one of the most positive assessments given by users in the Public Satisfaction Survey (see p. 178) related precisely to the quality of the information provided in the catalogue, through which library users have access to the available contents.

Use of services and collections

Users

One thousand seven hundred and thirty-three new users were registered during 2013. Compared with the previous year (see Graph 2), this represented a decrease of 234 readers. The analysis of this same graph highlights the fact that, except for the unusual case of 2008, the number of new readers registering at the Art Library each year has tended to stabilise at around two thousand new readers per year.
By the end of 2013, the total number of registered users had increased to 42,923. Although the total number of registered users is a useful and important indicator, the indicator “active users” is closer to the actual reality for the purposes of analysing the frequency with which the Library is used each year. The number of active users in 2013 amounted to 3,814, as opposed to the forecast figure of 3,500. Compared with 2012, there was an increase of 369 in the number of active users. If we consider the last four years (2010-2013), the number of active users per year seems to have stabilised at around four thousand readers (simple average of 4,018 active users).

Besides those users who physically come to the library, and because the Art Library has been making an ever larger number of digital contents available online, it is increasingly important to take into account those who make use of the Library’s resources without actually needing to go there. Assessing this type of use is far more complex, but there are some indicators that help to show its importance:

› The number of permanent followers of the Art Library’s photo gallery on Flickr has increased significantly, ending the year with 3,764 regular users, which represents an increase of 14.57% in comparison with 2012;

› The number of visitors and the number of searches made in the catalogue (see p. 180).

A more detailed analysis of the Library’s new readers shows that these are mainly students from higher education in the art field (see Table 2), thus helping to make the general category of “students” the most relevant one among the Library’s users (see Graph 3). Attention is also drawn to the importance of the category “artistic professions”, which includes artists, gallery owners, art critics, curators, etc.

<table>
<thead>
<tr>
<th>Activity</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary school students</td>
<td>20</td>
</tr>
<tr>
<td>Secondary school art students</td>
<td>36</td>
</tr>
<tr>
<td>Higher Education students (Art)</td>
<td>920</td>
</tr>
<tr>
<td>Higher Education students (Social and Human Sciences)</td>
<td>47</td>
</tr>
<tr>
<td>Higher Education students (other courses)</td>
<td>45</td>
</tr>
<tr>
<td>Secondary school teachers</td>
<td>18</td>
</tr>
<tr>
<td>Higher Education teachers (Art)</td>
<td>27</td>
</tr>
<tr>
<td>Higher Education teachers (Social and Human Sciences)</td>
<td>11</td>
</tr>
<tr>
<td>Higher Education teachers (other courses)</td>
<td>10</td>
</tr>
<tr>
<td>Researchers</td>
<td>75</td>
</tr>
<tr>
<td>Artistic professions</td>
<td>296</td>
</tr>
<tr>
<td>Other professions and activities</td>
<td>81</td>
</tr>
</tbody>
</table>

These new readers mainly use the Library to find information corresponding to the following interests: architecture, urbanism, design and art history (see Graph 3). Besides these, other subjects such as visual arts, performing arts and photography also play an important role amongst the Library’s users.
Graph 3 – New users by area of interest (2013)

Urbanism and architecture: 529
Design: 264
Art history: 216
Visual arts: 174
Performing arts: 140
Photography: 114
Conservation and restoration: 49
Archaeology: 47
Graphic arts: 45
Literature: 34
Museology and museums: 28
Decorative arts: 26
Aesthetics: 13
Iconography: 8
Numismatics: 1
Other interests: 44
Public satisfaction level

During 2013, the Art Library conducted a survey to ascertain the satisfaction of its users, which revealed an overall level of satisfaction of 8.9, measured on a scale of 1 to 10. Among the different aspects evaluated by the public, there were five that obtained the highest scores, namely:
› service – efficiency, clarity of information provided, helpfulness;
› suitability of the physical space and working conditions;
› friendliness and speed of service;
› quality of the reference service;
› ease of use of the catalogue.

Uses made of the Library’s services and collections

There are various indicators used to analyse the many different ways in which the available contents and services are used: ranging from loans of the Library’s works to training activities, and including searches made in the catalogue.

Loans

The number of loans made in 2013 was 66,476, resulting in a simple average of 5,540 loans per month.

As would be expected, of all the Art Library’s collections, the most frequently used is that of art monographs (see Graph 4). However, it is significant that, in the hierarchy of uses, special collections is the one that immediately afterwards is that of special collections, which seems to indicate that positive results have been obtained from the Library’s policy of enriching its supply with collections such as the personal libraries, documents and papers of leading figures, as well as collections and donations of great documentary and informative value, while also undertaking their corresponding digitisation. In this way, it can be said that this strategy has responded to the needs and interests of the Library’s users. This number is all the more impressive when only the loans made at the library are calculated, omitting the figures relating to remote access to scanned documents available in the catalogue. Another indicator of this reality is the high number of authorisations given for the reproduction and use of digital contents from these collections: 68 (79 in 2012 and 58 in 2011).
Graph 4 – Loans by collection category (2013)

- Monographs – Art: 41,784
- Special collections: 10,518
- Periodicals – Art: 5,643
- Monographs – Complementary: 5,055
- International collections: 1,448
- Publications by the Foundation: 1,152
- Periodicals – Complementary: 404
- Reference works: 304
- Non-book materials: 134
- Non-profit sector: 48
Uses made of the catalogue, website and Flickr

The Library’s catalogue, available on the Internet and accessible at <http://www.biblartepac.gulbenkian.pt>, was visited by 43,419 individuals (single visitors) who made 141,458 visits and conducted 1,210,809 searches.

The Art Library website (accessible at http://www.biblarte.gulbenkian.pt) received 40,906 visitors, who made a total of 66,128 visits.

The evolution of these indicators (see Graph 5) over the last three years (2011-2013) shows a notable decrease from 2011 to 2012, which was immediately recovered in terms of the number of visits made in the following year. Thus, while in 2012 there were 65,884 visits, in 2013 this figure rose, as has already been said, to 66,128.

The photo gallery on Flickr (accessible at http://www.flickr.com/photos/biblarte/) was viewed 4,571,016 times, representing an increase of 125.87% in comparison with 2012. By the end of 2013, over ten million visits had been made to the gallery as a whole since its introduction in July 2008.

An analysis of the evolution of the indicator “views” made on this platform (see Graph 6) over the last three years makes it possible to conclude that there was an exponential growth from 1,510,213 views per year in 2011 to the already mentioned total of 4,571,016 views in 2013, which amounted to a growth rate of 202.67%.

Graph 5 – Art Library Website – Single visitors and total visits (2011-2013)

Graph 6 – Views of the Art Library Photo Gallery on Flickr (2011-2013)
As far as the number of the gallery’s permanent followers is concerned, there was a slight decrease from 2011 to 2012, which was immediately recovered in 2013, with a growth rate of 14.57% (see Graph 7). Consequently the number of new followers in 2013 was higher than in 2011 (rising from 515 to 548). At the end of 2013, the gallery had a total of 3,764 followers.

**Reference service**

Answers were provided to 743 queries presented by users to the Library via e-mail. 1,733 interviews were carried out with new users and 3,954 interviews were held for the renewal of readers’ cards.

The reference service also produced 23 texts for inclusion in the Gulbenkian Foundation’s Newsletter. Twenty of these were about exhibition catalogues and three were about a particularly important work from the Art Library’s collections.

**Conservation and management of collections**

Conservation and restoration work was performed on 24 collections, involving a total of 10,866 items.

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Bibliographical exhibition commemorating the 30th anniversary of the Modern Art Centre. © FCG / Paulo Costa.
Cooperation activities, participation in events and articles published in specialist journals

As far as the Library’s internal cooperation activities were concerned, the following projects can be considered to have been particularly important:
› Collaboration in the commemorations of the thirtieth anniversary of the Modern Art Centre, with support being given to the selection of catalogues and posters for the exhibition in the lobby of the Calouste Gulbenkian Museum and in the Art Library’s Reading Room.
› Collaboration in the exhibition “Clarice Lispector: Na Hora da Estrela”, with support being given to the selection of the author’s works for exhibition in the Art Library’s Reading Room.
› Digital reading project entitled “Digital Reading and the Transformation of the Reading Incentive and Reading Institutions”. This project was designed in cooperation with the Education and Scholarships Department and resulted in the undertaking of a study about the future impact of the reading of books and documents in a digital format both on people’s reading habits and on the activity of libraries (school, public, university and specialised libraries), as well as on publishing activity. The results were presented publicly in October at the 2013 international education conference, “Books and Reading: Challenges of the Digital Age”.
› The Calouste Gulbenkian Foundation Archive. The Art Library has been cooperating with the Foundation’s archive services, namely in the scanning of photographic collections originating from the Communication and Music Departments and from Calouste Gulbenkian’s Private Archive. In this latter case, the contents of 1,088 folders were scanned, which is equivalent to 5,983 pages.
› Support for the development of the project for the Library at the Foundation’s Delegation in Paris.
› The Gulbenkian Partnerships for Development Programme. The Art Library has been cooperating with this programme under the scope of the project “Support for the Setting Up of an Arts Section in the Library of the Portuguese Cultural Centre in Maputo, Mozambique”.

In the case of activities undertaken outside the Foundation, attention is drawn, first of all, to the Art Library’s participation as a partner institution in the application of the “ROSSIO” project presented to the Foundation for Science and Technology by the Faculty of Social and Human Sciences of the New University of Lisbon, under the scope of the definition of infrastructures for scientific research in Portugal. The “ROSSIO” project seeks to set itself up as a benchmark Portuguese research infrastructure for social sciences, arts and humanities, a platform for the dissemination of digital contents that is unique, of high quality and easily accessed, and which will contribute towards the excellence and internationalisation of research and teaching, as well as towards the promotion of innovative uses of the contents of social sciences, arts and humanities. This application is still at the assessment phase.

During 2013, the “DigiTile” project was continued, in keeping with the calendar that had been previously established for its activities. The aim of this project is to create a digital online library that provides access to studies about tiles and ceramics. The “DigiTile” project was prepared by the Art Library and a research team from the Art History Institute of the Faculty of Letters of the University of Lisbon, coordinated by Vitor Serrão.

The Art Library rendered services to various cultural institutions, both lending documents from its collections for three exhibitions, and searching for and organising information on artists or specific themes, with a view to the preparation of exhibition catalogues and other books, as well as projects designed to make information available online. Attention is drawn to the support given to Ar.Co (collaboration in the organisation of the bibliographical exhibition held in the Art Library’s Reading Room and entrance hall), Fundação de Serralves, Museu do Chiado, Museu do Design e da Moda/MUDE, Museu Nacional de Arte Antiga, Teatro Dona Maria I, Sociedade Nacional de Belas-Artes, EGEAC – Padrão dos Descobrimentos, Centre of Art History of the University of Évora, Imprensa Nacional – Casa da Moeda, Lisbon Municipal Council and various Portuguese art galleries.
Several members of the Art Library team took part in national and international events related with themes that are central to the services provided by the library, namely:

› IFLA – International Federation of Librarians and Associations, as a member of the following Standing Committees: “Arts Libraries” and “Preservation and Conservation”. 79th IFLA General Conference and Assembly, Singapore, 17-23 August 2013.

› EBLIDA – European Bureau of Library, Information and Documentation Associations – as a member of its Expert Group on Information Law.

› DigiTile and Robbiana Conference. Institute of Art History of the Faculty of Letters of the University of Lisbon, Faculty of Social and Human Sciences of the New University of Lisbon, Calouste Gulbenkian Foundation, 18-19 April 2013. Presentation of the paper “DigiTile: Digital Library of Portuguese Tiles and Ceramics”, by Eunice Pinto, Jorge Resende and Paulo Leitão.


› “Looking for new paths: uses and consumption of online information”. Casa da Cerca, 20 May 2013. Presentation of a paper on this subject by Ana Barata, Eunice Pinto and Paulo Leitão.


› Cycle of Talks of the Museu Municipal de Vila Franca de Xira, 16 October 2013. Presentation of the paper “The Art of Research: The Importance of Documentary Research”, by Ana Barata.


› SIPA 2013 Conference. The Documentary Experience in Architecture and Urbanism. IHRU – Institute of Housing and Urban Redevelopment, Faculty of Letters of the University of Lisbon, 10-11 October.


Internships, study visits and training for users

There were five study visits made during the year, attended by roughly 90 undergraduate and master’s degree students in the areas of visual arts, architecture and design.

In 2013, the Library welcomed two interns in the area of library management and documentation science, coming from university master’s degree courses in Information and Documentation Sciences.

The Library also enjoyed the collaboration of five interns in the areas of library and documentation studies, and conservation and preservation, under the scope of the professional internships programme of the Institute of Employment and Professional Training.

Quality certification

Under the scope of the objectives established by the Board of Trustees for the certification project for the Calouste Gulbenkian Foundation, and specifically in relation to the Art Library itself, work continued throughout 2013 on the implementation of the system: internal and external audits were carried out, which did not identify any relevant issues.
AMOUNTS IN EUROS

Operating costs
141 411

Departmental initiatives
301 242

Personnel costs
574 160

Subsidies and grants
1 094 911

Prizes
10 000

Total
2 121 724

Receipts
43 437
Gulbenkian Portuguese Language and Culture Programme

The Gulbenkian Portuguese Language and Culture Programme (PGLCP), which came into being on 1 September 2012, had its first full year of operation in 2013. Having inherited the powers and duties previously attributed to various departments and programmes within the Foundation that have since been closed down, the Programme’s main strategic concern was to bring all these responsibilities together to create a unified mission and a series of interrelated aims that thus corresponded to the need to establish and pursue a coherent intervention on the part of the Foundation in this area of Portuguese and international cultural life.
For the Gulbenkian Portuguese Language and Culture Programme (PGLCP), 2013 was therefore a year of transition and gradual consolidation, in which, without any interruption to the Programme’s direct activities and the awarding of support to external activities, an attempt was made to reorganise the lines of intervention initially established around new strategic objectives that will be fully applied from 2014 onwards, and are provided for in the Budget and Plan of Activities for the next year. Within this context, and, above all, in relation to the Programme’s internationalisation activities, which are still presented separately in this report, these objectives will be integrated into the four general strategic aims of language and literature, performing arts, research and publication, and the digital networks for the exchange of information. In the same way, the support given in the areas of theatre, dance, cinema, research projects and the holding of conferences and academic meetings will now be awarded through competitive application processes whose regulations were prepared and given appropriate hierarchical approval in the course of 2013. The intention is thus that, in 2014, the PGLCP will enjoy a period of stabilisation in relation to its goals and working methodologies, allowing for the possibility of a mid-term assessment of the programme planned for 2015. In a period that has been marked by serious restraints in the public financing made available to the sector of Portuguese language and culture, the Foundation’s intervention in this area through the PGLCP has underlined its importance as a crucial partner.

Subsidies and grants

The PGLCP awarded subsidies to a vast group of projects and activities, with this support having been guided by strict criteria linked to quality, both in the selection of the proposals presented and in relation to projects and activities managed by third parties, but whose initiative was originally stimulated by the PGLCP.

The support that is given to research is designed to stimulate the production of materials reflecting on themes connected with the Portuguese language and culture by entities from outside the Foundation. Seven subsidies were awarded in this area, with attention being drawn to the following in particular: Publication of Diários da Prisão by Lundino Vieira, under the responsibility of the Centre for Social Studies of the University of Coimbra; publication of a work that describes the creative process of Álvaro Siza Vieira, written by the Japanese researcher Ren Ito, which is to be published by the Higher Technical Institute of the University of Lisbon; publication of the work Arte por Terras de Nuno Álvares, written by Vitor Serrão and Ana Maria Farinha, of the European Institute for Cultural Science Padre Manuel Antunes; critical edition and introductory study of Cantigas de amigo de Pero Meogo, by the researcher Rip Cohen.

Mention should also be made of the support given to the project “Voluntariado de Leitura” (“Volunteer Reading” Programme), developed by the Faculty of Social and Human Sciences, a project that is set to last for three years and which concentrates on training (provided under a system of both e-learning and classroom-based sessions) for a group of volunteers who will help children in learning how to read, both at school libraries and public libraries.

An additional extraordinary subsidy was awarded to Contador de Letras – Associação as a way of compensating this association for the expenses that it incurred with the work of managing and regularising the “Portal Cata-Livros” (“Book Hunt Website”), a project that began in 2010, while contacts and negotiations were also started with various entities, with the aim of making it possible to reduce the costs of financing this website.
During 2013, support was given to the organisation of the following conferences: international conference on “Drama and Philosophy”, organised by the Faculty of Social and Human Sciences; conference organised by the Thematic Commission for the Promotion and Dissemination of the Portuguese Language, at the University of the Algarve, on the theme of “Portuguese Language, Civil Society and the CPLP”; conference on “Mediaeval Europe in Movement” of the Institute of Mediaeval Studies of the Faculty of Social and Human Sciences; and, furthermore, the international conference on the “Council of Trent – Renovation or Innovation: 450 Years of History”, organised by the European Institute of Cultural Sciences Padre Manuel Antunes.

Support for the teaching and development of Portuguese language and culture in China
This project has as its aim to implement or continue to pursue activities that promote the development of the Portuguese language and culture in China. The project is being implemented in conjunction with the authorities and institutions of the People’s Republic of China, based on a cooperation protocol signed between the Calouste Gulbenkian Foundation, Camões – Instituto da Cooperação e da Língua, and the universities of Lisbon, Minho, Aveiro, the New University of Lisbon, Coimbra, Porto and Leiria Polytechnic.

Currently in progress is the creation of a pilot-project that brings together prototypes of methodologies for the various levels of Portuguese education (from level A1 to C2; language for specific purposes [economics] and teacher training), with these methodologies being expressly designed for Chinese students. The course will be developed taking into account the fact that it is a specific programme for e-learning (except for the teacher training component which is provided under a system of b-learning). In each module, the course will include cultural contents that will deal with Portuguese reality, although some approaches will be related to the Portuguese-speaking world. The languages that will be used are Portuguese and Mandarin.

Performing arts and cinema
Cinema
The support that is given to cinema is designed to promote the making of experimental and documentary films, while also fostering the promotion and international dissemination of Portuguese cinema. Special attention is given to projects developed by young filmmakers who are at the beginning of their careers.

Cinematic creation, involving the conception and practical development of films, as well as their international visibility, are the fundamental aspects determining the nature of this distributive activity. The projects that are supported reveal the current vitality of Portuguese cinema and the interest that these have aroused at an international level. Furthermore, such projects are developed in a national setting that gives increasing importance to the crossover of different artistic approaches, such as fiction, documentary, photography, performance, video installation and theatre.

Support was given to 24 projects, most notably to:
› Joaquim Pinto, for his participation at the Rome Film Festival, with the documentary Novo Testamento de Jesus Cristo Segundo João;
› Miguel Moraes Cabral, for the documentary Esta Melodia Que Vem de Longe;
› Ukbar Filmes, for the film Dreamocracy, by Raquel Freire and Valerie Mitteaux;
› João Vladimiro, for the film A Lã e a Neve;
› the production company O Som e a Fúria, for the film Redemption, by Miguel Gomes;

Redemption (2013), a film by Miguel Gomes.
Dance
The support that is given in this area promotes the improvement of dance structures and the training of professionals working in this sector, under the form of special support designed to stimulate professional development, internationalisation and artistic creation.

The projects highlight the dynamism of Portuguese creativity in this field, aimed particularly at bringing together the range of different approaches to the performing arts, and their capacity for expression in the international panorama. Special attention was paid to consolidating the careers of young creators, as well as to the exchange of artistic experiences and approaches in an international context.

Grants were awarded to 19 applications, with particular attention being drawn to the support given to:

- Cláudia Dias, for the performance *Nem Tudo o Que Fazemos Tem de Ser Dito. Nem Tudo o Que Dizemos Tem de Ser Feito*;
- David Marques, for the performance *Images de Bêtes*;
- João Martins, for the performance *Ultimate Sacre*;
- Mariana Tengner, for the performance *A Power Ballad*;
- Fábio Lopes, for the performance *Subterrâneo*;
- Luís Miguel Félix, for the project *Guided Objects*;
- Teresa Silva, for the performance *O Que Fica do Que Passa*;
- Joana Castro, Rita Vilhena and António Pedro Maia for their participation in the DanceWEB Scholarship Programme 2013;
- Lander Patrick, for the presentation of *Cascas d’Ovo* at the Lucky Trimmer Festival, in Berlin;
- Bomba Suicida, for the presentation of *(M)imosa*, by Marlene Freitas, at the Short Theatre Festival, in Rome;
- Sofia Dias, for the residency devoted to research and collaboration in the arts, *The Gathering: Materiais Diversos*, for the presentation of *Um Gesto Que não Passa de Uma Ameaça*, by Sofia Dias and Vítor Roriz, at the Choreographic Centre in Rio de Janeiro;
- Sílvia Real, for the presentation of *Tritone* in Brazil;
- Devir Associação de Atividades Culturais, for the 2nd Platform of Portuguese Dance Creators.

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Theatre

The support awarded in this area is given to first creations in the field of stage direction, to projects optimising the conditions for the correct functioning of theatre structures and to projects of an innovative nature that give special privilege to the exchange of artistic creation and research leading to internationalisation.

The projects to which support was awarded give priority to the international visibility of theatrical creation (strengthened, in 2013, by the Festival Théâtre de la Ville em Paris, dedicated to Portugal, under the scope of the Chantiers d’Europe initiative), as well as to young stage directors at the beginning of their careers, with a view to promoting their inclusion and establishment in the theatrical world.

Support was given to 22 selected projects. Under the framework of the line of intervention aimed at the consolidation of structures, grants were awarded to Artistas Unidos, for the translation and publication of theatre plays, Companhia Caótica, for the purchase of technical equipment leading to an international tour. Under the scope of internationalisation, emphasis should be given to the following grants awarded for performances abroad: Teatro do Elefante, in Brazil; S.A. Marionetas, in Indonesia; Mundo Perfeito, in Italy; Tarumba, in France and Denmark; Corrente Polida, for the tour of their performances of Dinis Machado in Germany, the United Kingdom and Sweden. Teatro Viriato was given support for the production of K cena – Projeto Lusófono de Teatro Jovem (a project on Young Lusophone Theater), an initiative that was developed in partnership with Teatro Vila Velha from Salvador da Bahia and Associação Mindelact from Cape Verde. Ana Pais was given support for her project “InDirecções Generativas”, an international meeting of artists and researchers working in the area of performance. As far as the support given to new stage directors is concerned, mention should also be made of the projects developed by Catarina Vieira, Carlos Marques, Raquel Castro, Tiago Cadete, Raimundo Cosme, David dos Santos and the debut of Sara Carinhas as a stage director.

Special projects

The line of support given to special projects promotes interdisciplinary creation, which is understood as the convergence (and not the adding together) of various artistic languages, directed towards the new trends resulting from the crossover of the worlds of film, dance and theatre.

Support was given to five projects: Circular Associação Cultural for the implementation of the performance project, Cuidados Intensivos, curated by the choreographer Joclécio Azevedo; APDARC, for the holding of COALAB, an activity designed to promote the work of filmmakers starting out in their careers, included in Cinecoa – the Foz Coa Film Festival; Mara Castilho, for the production of the performance O Mundo É de Quem não Sente, in collaboration with Lanna Guedes; António da Silva/Sérgio Cruz, for the implementation of the multimedia project, Artistas – Objectos de Desejo, which includes the creation of a website and the production of a short film; Théâtre de la Ville, the promoter of the Festival Chantiers d’Europe 2013, in Paris, dedicated to Portugal, for the presentation of theatre and dance performances, as well as films.

International support

At the international level, support was given to the following institutions for the development of studies about various topics linked to Portuguese culture:
MIT – Massachusetts Institute of Technology, Massachusetts, USA. Subsidy for the development of the Portuguese Studies Programme and a digital library specialising in documentary sources in Portuguese and about Portugal.

Freie Universität Berlin, Germany. Subsidy awarded to the PhD Programme in Portuguese Literature and Culture, created under the scope of a cooperation protocol established between the Foundation and that university.

Real Gabinete Português de Leitura, Rio de Janeiro, Brazil. Subsidy awarded to the “Research Scholarships” programme in force at that institution sponsored by the Foundation. The programme covers the fields of literature, economics, finance, social sciences and international politics.

The Wallace Collection, London, United Kingdom. Contribution towards the expenses incurred with the organisation of the exhibition “The Global City: On the Streets of Renaissance Lisbon”, which will be shown at that institution from November 2014 to February 2015. The exhibition will be developed around the presentation of two paintings belonging to Kelmscott Manor, Oxfordshire, which were rediscovered in 2010, and which depict the former Rua Nova dos Mercadores.

Joods Historisch Museum, Amsterdam, Netherlands. Subsidy awarded for specialised technical support given to the project for the cataloguing of the Portuguese section of the collection held by the Library Éts Haim – Livraria Montezinos at the Portuguese Synagogue in Amsterdam, through the identification of the works and the preparation of systematised critical information for publication online.

António Houaiss Institute, Rio de Janeiro, Brazil. Subsidy for the updating and preparation of the contents of the Portuguese edition of the Grande Dicionário Houaiss.

Portuguese historical heritage around the world

The Foundation awarded a subsidy to support the “Portuguese Heritage Road Show” project, which is designed to enhance the heritage of Portuguese influence in the world through seminars held in collaboration with universities and other cultural institutions from various countries.

The Foundation associated itself with the Permanent Delegation of Portugal to UNESCO, in Paris, in the campaign for the promotion of Portugal’s application to the World Heritage Committee through the organisation of a session that included the launch of the English version of the work Portuguese Historical Heritage Around the World. Architecture and Urbanism, directed by José Mattoso, in which the coordinator of the volume dedicated to Asia and Oceania, Walter Rossa, took part.

Award of the Branquinho da Fonseca – Expresso/Gulbenkian Prize: Miguel Cadete; the three prizewinners, Ricardo Gonçalves, Elisabete Catarino and Ana Rufino; Rita Taborda Duarte; Eduardo Marçal Grilo.

Mention should also be made of the support given to the publication of the following works, in French and English respectively: Sigila-Revue transdisciplinaire franco-portugaise du secret. No. 31-L’énigme and An Unwritten Novel – Fernando Pessoa’s Book of Disquiet, by Thomas J. Cousineau, through the purchase of copies to be offered to cultural institutions in various countries.
Prizes

The 7th edition was held of the Branquinho da Fonseca/Expresso-Gulbenkian Prize, whose aim is to encourage the appearance of young authors writing in the field of literature for children and young people.

Sixteen applications were received in the “Children’s” category, and 13 in the “Young People’s” category.

In the “Children’s” category, the prize was awarded jointly to the works *O Cotão Simão*, by Ana Rita Rufino Faustino, and *O Primeiro País da Manhã*, by Ricardo Gonçalves Dias. The work *O Vulcão Sopão*, by Elisabete Catarino, received an honourable mention for its educational and didactic nature and for its up-to-date subject-matter. The total amount awarded under the scope of this prize was €10,000.

The Jury decided not to award the prize in the “Young People’s” category since it considered that none of the original entries that were presented had reached the level that the prize has demanded since its inception.

Own initiatives

Colóquio/Letras magazine

In 2013, the *Colóquio/Letras* magazine published Issues Nos. 182, 183 and 184.

Issue No. 182 (January 2013) revisits the classic authors Gil Vicente and Camões, with texts by Maria do Amparo Maleval, Graça Videira Lopes, Luís Quintais, António Carlos Cortez and Xosé Manuel Dasilva. The essay section also includes articles about Mário de Sá-Carneiro and Louise Bourgeois, Alves Redol, Soeiro Pereira Gomes and Manuel António Pina. Also published in this issue, in which the guest artist is Fátima Mendonça, are a chronicle by Baptista-Bastos and previously unpublished poems by Rita Taborda Duarte and Lédo Ivo.

The main section of Issue No. 183 (May 2013), “Diásporas”, contains some reflections on the theme of literature and exile (texts by Marcello Duarte Mathias and Daniel Melo), as well as some poems by the Portuguese-American writer Frank X. Gaspar. In the essay section, Gonçalo M. Tavares talks about the relationship between science and imagination, with regard to Bachelard; Pedro Sepúlveda and Jorge Uribe present a project relating to a heteronym of Fernando Pessoa: the translator and critic Thomas Crosse. There are also essays about the poets Eugénio de Andrade, António Ramos Rosa and João Miguel Fernandes Jorge by António Manuel Ferreira, Catherine Dumas and Frederico Pedreira respectively. António Ladeira analyses the codes of male and female behaviour in contemporary society as reflected in some of the novels by Agustina Bessa-Luís. And there are also some previously unpublished texts by Yvette K. Centeno, Sérgio Nazar David, Ana Hatherly and Pepetela. Ana Vidigal is the guest painter.

The main section of Issue No. 184 (September 2013) is dedicated to the literary links between the East and West. In this context, *Le Fou d’Elsa*, by Louis Aragon, serves as the starting point for an essay by Abdelwahab Meddeb, while the correspondence of the Jesuit, mathematician, astronomer and musician Tomás Pereira is the theme for a text by Ana Cristina Costa Gomes. Similarly collaborating on this section are Horácio Costa and Dora Nunes. There are also articles by Carlos Felipe Moisés, Rosa Maria Sequeira, Paula Mendes Coelho,
Gaspare Trapani and Tania Martuscelli, as well as poems by Fernando Guimarães and Pedro Lyra and a chronicle by Brigitte Paulino-Neto about La Coruña. The guest artist is Inez Teixeira.

Issue No. 184 is accompanied by an offprint about “The University, Literature Teaching and the State”, which includes articles by Abel Barros Baptista, Fernando Clara and Emília Pinto de Almeida.

The 2013 issues of the Colóquio/Letras magazine contain notes and critical reviews of around a hundred works in Portuguese.

Harvard at the Gulbenkian

The cycle “Harvard at the Gulbenkian: Dialogues about Portuguese Cinema and World Cinema” is a series of 12 programmes of international meetings between Portuguese film directors and some of the most highly regarded contemporary film directors from Latin America, Europe, North America and Asia, who share the same aesthetic and philosophical concerns about the current state of cinema.

This cycle is a joint organisation between the Gulbenkian Portuguese Language and Culture Programme and the Modern Art Centre, in association with the Cinemateca Portuguesa and the Harvard Film Archive, and the meetings take place in the Modern Art Centre’s Multipurpose Room, between November 2013 and July 2014.

With Haden Guest, the director of the Harvard Film Archive, and Joaquim Sapinho, the lecturer and film director, acting as curators, the cycle was designed in such a way that each weekend— from Friday evening to Sunday night— five (or more) films by the guest directors are screened, with the directors themselves and specially invited national and foreign film critics all participating in discussions leading to a reflection on the background to the films shown (both Portuguese and foreign films) within the various international film contexts, as an illustration of the most sophisticated contemporary trends.

Two programmes were developed in 2013:

- Programme 1, during the weekend of 22, 23 and 24 November, entitled “Entropy and Utopia: António Reis and Margarida Cordeiro”, where the guest directors were the Hungarian director Béla Tarr and the British director Ben Rivers, with the further participation of the critic Dennis Lim.
- Programme 2: the title of this programme was “For Paulo Rocha”, which enjoyed the participation of Maria Barroso, the actor from Paulo Rocha’s film Verdes Anos screened on 13 December. The American director Billy Woodberry and the Colombian director Víctor Gaviria were the other participants in this programme, which also benefited from the participation of the Portuguese film critic, Augusto Seabra, and was held on 14 and 15 December.
Colóquio/Letras magazine, No. 184: “Oriente / Ocidente” (“East/West”).
AMOUNTS IN EUROS

Operating costs 179,923
Personnel costs 297,614
Departmental initiatives 273,969
Operating costs 100,939

Total 672,522

Receipts 37,683
Gulbenkian Education for Culture and Science Programme

The Gulbenkian Education for Culture and Science Programme (PGECC) seeks to enhance the relationship that audiences have with the Foundation’s artistic, cultural and scientific heritage, promoting activities for the construction and sharing of knowledge from a perspective of lifelong learning. Taking advantage of the already accumulated know-how, the PGECC disseminates its education methodologies at a national level, in partnership with institutions committed to the improved qualification of educational agents.
Living and lived heritage

Cooperation between the Foundation’s educational teams

Within the Foundation itself, the Gulbenkian Education for Culture and Science Programme (PGECC) is responsible for the coordination of the various educational teams engaged in permanent activities (the Museum, Modern Art Centre, Gardens and Music Department) in order to develop a coherent and diversified programme centred around the vast Gulbenkian heritage, promoting the different activities and providing the necessary technical support. This programme is entitled Descobrir (Discover), and, in 2013, it welcomed nearly 70,000 participants to the 3,500 sessions that it organised in the course of 360 events. A detailed description of these events can be found in the reports of the respective departments.

Exhibitions
“360° Science Discovered” and “Clarice Lispector. A Hora da Estrela”

Under the scope of the Descobrir (Discover) programme, the PGECC promoted a series of interdisciplinary activities, including concerts and other performances, films, workshops, visits and courses. Attention is drawn, in particular, to the educational programmes developed specially for two temporary exhibitions: the exhibition “360° Science Discovered” (7,683 participants, 366 sessions, 11 events), organised in conjunction with the “Gulbenkian Empowering New Generations Programme”, which was linked to the supply of complementary educational activities through partnerships established with the Museum of Natural History and Science, the Maritime Museum and the Pharmacy Museum; and the exhibition “Clarice Lispector. A Hora da Estrela” (927 participants, 48 sessions, 10 events) in collaboration with the Gulbenkian Portuguese Language and Culture Programme.

Involvement with the school community
Teacher Training

The 17 courses organised by the PGECC were mainly aimed at teachers from different levels of education with a view to providing them with the opportunity to enrich their repertoire of teaching techniques and tools. Most of these courses were accredited, thanks to the partnership established with various schools training centres at Portuguese schools. These courses were attended by 183 participants, 90% of whom were teachers. Besides the Foundation, courses were also held at Lourinhã, Aldeia da Luz, Minde and Guimarães, in cooperation with municipal councils and cultural organisations in these places.

< “The O2 I breathe from the sea” workshop. © Rodrigo de Souza.
Presentation of one of the public classes of the “10x10” project. © Rodrigo de Souza.
“Small Writer – Astronauts” workshop. © Rodrigo de Souza.
“10x10” Project
Also with regard to the training of teachers, the PGECC continued its pilot project “10x10” (end of the first edition and beginning of the second one), promoting collaboration between artists and teachers of various subjects at secondary school, with the aim of developing effective learning strategies that will catch the attention of students, motivating them and involving them in the study of the syllabus. Sixteen public lessons were held between January and February (both at the Foundation and at the partner schools), with the aim of sharing the different aspects of the project with the school community. All together, there were more than 2,000 participants in the public lessons, most of whom were teachers and parents. A video was also made with the testimonies of the main actors in the project’s first edition, who gave their own reflections on its impact. The video is available on the PGECC site and has already been viewed roughly 1,100 times. The project was also presented through papers delivered at six conferences and specialist seminars held both in Portugal (Porto) and abroad (Germany and England). The project’s second edition was started in July with the holding of a special residency involving eight teachers, eight artists and three mediators. During the first period of the 2013-2014 school year, the teachers and artists worked in pairs on a teaching project specifically designed for lessons in Portuguese, Mathematics, Biology and Philosophy given to six different classes (160 students in total). The results of this process will be shared in January 2014 in a new series of public lessons.

“Operation Stop” Project
Also aimed at the school community was the “Operation Stop” project, which began in 2013, involving a partnership between the PGECC, the municipal councils of Óbidos, Vila Nova da Barquinha, Paredes and Mondim de Basto and the following schools: Mondim de Basto Vertical School, Josefa de Óbidos, Vilela (Paredes) and Vila Nova da Barquinha. Working on visual literacy through the holding of a video workshop, the project leads students to engage in critical reflection on the positive and negative aspects of their schools. The workshops resulted in the production of eight films, which will be presented at schools, local cultural centres and the Foundation itself at the beginning of 2014. Eighty-four students and five teachers participated in these workshops.

“Little Big ©” Competition
In 2013, with the aim of making young people more aware of the concepts of authorship, copying, creativity and originality, the PGECC launched the second edition of the “Little Big ©” competition, open to classes from the first and second cycles of basic education, in partnership with the Portuguese Language and Culture Programme. Entries for the competition must be presented in 2014, and these will involve the compilation of an author’s book containing a narrative text with illustrations, made in the classroom and resulting from a collaboration between students and teachers.
Enhancement of Mediation Practices

Training of teachers/mediators
As far as the training of mediators is concerned, the PGECC worked with MONSTRA – Lisbon Animated Film Festival on the production of the First International Meeting of Workshops and Trainers of Animation Cinema and hosted the international pilot project “Museum Mediators”, in which various members of the Foundation’s educational teams were able to participate. With the aim of promoting the renewal of contents and the crossover between art and science, the PGECC promoted an internal training scheme with the participation of various guest mediators who explored the scientific contents of selected works from the Gulbenkian Museum and the Modern Art Centre. Besides these schemes, the PGECC also launched an important pilot project in 2013 – the “Mobility Programme for Teachers” – which involved 14 museums from the Algarve through a partnership with the Regional Cultural Directorate of the Algarve and various municipal councils from the same region. Using the know-how and experience of the Foundation’s teams, these training schemes are rooted in collaborative practices, discussing thematic approaches, working tools and intervention methodologies, with the aim of contributing to the improvement and qualification of the agents involved and to the renewal of its educational supply. One hundred and eighteen museum mediators took part in the group of training activities already mentioned.

Enhancement and mediation of intangible heritage

Because mediation enhances the heritage on which it works, the PGECC issued a challenge to two organisations – A Oficina, from Guimarães, and Associação Materiais Diversos, from Minde – inviting them to identify heritage that could be used to increase their region’s visibility and importance nationwide through a mediation project to be organised in partnership with the Foundation. Minde chose to promote the textile industry, which marks the region’s social and cultural landscape, while Guimarães opted for the Linen Cycle, whose tradition is preserved by the community of São Torcato. In both cases, guest artists were invited to adopt a creative approach to the heritage in question, leading to the production of installations made with images, objects and sounds and with the active participation of the local community. Both projects were launched at the end of 2013 with a series of visits and workshops for various audiences (which will continue in 2014). Designed to increase people’s understanding of intangible heritage, these events show how this same heritage can be enhanced and promoted through the sharing of knowledge between generations and communities. 722 people took part in the visits and workshops that were organised around the themes of these installations.
Digital contents and tools

The publication of digital contents, taking advantage of the dynamics of the social media and the interactive potential of information technologies, is a major strategy in communicating with audiences, both for promotion purposes and as a way of assessing the educational impact of the Descobrir programme, as well as for expanding educational activities through online contents. The PGECC therefore continues to improve the appeal of its website and the blog “Descobrir Mais” (Discover More) for teachers, with the addition of news items, teasers, videos and polls, as well as creating teaching materials. In 2013, the website recorded roughly 417,000 visits, the teachers’ blog received 12,382 visits and the teaching materials specifically produced for the blog had more than 5,200 viewings.

“LAbMóvel – Experimental Laboratory for Creativity and the New Media”

Besides providing a vehicle for communicating with its different audiences, the PGECC also regards the interactive digital technologies as an opportunity for cultural mediation and learning through the “LAbMóvel” project – which was used in 2013 as a support tool for the design and realisation of six new workshops. The “LAbMóvel” project also involved the organisation of an action research residency at Casa da Cerca – Centro de Arte Contemporânea de Almada designed to develop and test a new software application entitled iSketch which will be used as a support for the design of new activities for learning how to draw. Mention should also be made of the use of integrated “LAbMóvel” devices for working with people with special educational needs, thanks to the laboratory’s collaboration with the educational team of the Modern Art Centre and Digitópia – the educational service at the Casa da Música. In 2013, this project was subjected to an external evaluation by a team of specialists from the University of Aveiro, who stressed its technical quality and the innovative nature of the devices used.

“Musical Morphogenesis”

Once again, in relation to the new technologies and their links to the arts and sciences, in 2013, the first prototype of the “Musical Morphogenesis” was launched, thanks to a partnership between the teams of PGECC/LAbMóvel, the Gulbenkian Institute of Science and ISCTE/Vitruvius FabLab. The aim of this project was to translate some of the parameters of scientific research in complex network systems for sound and kinetic effects and to use them to construct an interactive physical and sound-based object capable of allowing people to see and hear its behaviour, in an enhanced fashion. The prototype was tested on the opening day of the Descobrir (Discover) 2013-2014 programme.

Main projects/initiatives

<table>
<thead>
<tr>
<th>Costs (amounts in euros)</th>
<th></th>
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<tbody>
<tr>
<td>“10x10” project</td>
<td>55 500</td>
</tr>
<tr>
<td>“Operation Stop” project</td>
<td>15 200</td>
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<tr>
<td>Enhancement and mediation of intangible heritage</td>
<td>16 500</td>
</tr>
<tr>
<td>“LAbMóvel – Experimental Laboratory for Creativity and the New Media”</td>
<td>18 000</td>
</tr>
</tbody>
</table>
External activities of the PGECC

- **14** Workshops
- **2** Visits
- **13** Conferences
- **14** Courses
- **11** Schools
- **2** Exhibitions
- **8** Films
- **21** Venues
- **103** Teachers
- **234** Students
- **35** Cultural mediators
- **1,748** Other audiences
- **2,120** Participants

Activities of the PGECC at the Foundation

- **56** Events
- **558** Sessions
- **13,647** Participants
Science
**AMOUNTS IN EUROS**

**Total**

- Receipts: 7,500,624
- Operating costs: 2,056,040
- Personnel costs: 1,933,307
- Subsidies and grants: 3,111,603
- Departmental initiatives: 7,093,313

**Investment**

- 2,031,744

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**Total**

14,194,263
Gulbenkian Institute of Science

The Gulbenkian Institute of Science (Instituto Gulbenkian de Ciência – IGC) is a leading international biomedical research and graduate training institute, dedicated to scientific excellence and to training a new generation of scientific leaders. The IGC embraces four major missions:

› to identify, educate and incubate new research leaders, providing state-of-the-art facilities and full financial and intellectual autonomy to pursue research projects;
› to export new scientific leaders to other research centres and academia, in Portugal and abroad;
› to provide international graduate teaching and training programmes;
› to promote a science-based culture and the values of science in society, as well as the active participation of society in scientific research, through engagement with different communities and stakeholders.
In 2013 the IGC experienced its first year of partial autonomy from the Gulbenkian Foundation. The new Management Committee provides professional advice on IGC governance as well as acting as a useful avenue for the flow of information between the Institute and the Foundation. Perhaps unexpectedly following the increase in autonomy implied by the new governance arrangements, there is probably more knowledge about the IGC at the Foundation than ever before.

As always the core activity of the IGC is scientific research and training. In 2013 the IGC welcomed three new scientists to its community of Group Leaders: Colin Adrian, an Irish scientist who came to the IGC from Cambridge; Ivo Teley, a Swiss scientist who came to the IGC from the European Molecular Biology Laboratory (EMBL) in Heidelberg, and Ana Domingos, a Portuguese scientist who joined the IGC from the Rockefeller University in New York. These international movements of people are characteristic of science at the highest level, and reflect the continuing stature of the IGC as an institute belonging to the international élite. The excellence of the IGC is built on many components but one of the most important is the quality of its technical infrastructure. In 2013 the institute was able to establish for the first time a central service in electron microscopy, an old but extremely important technique in cell biology (indeed David Ferreira installed the first electron microscope in Portugal at the IGC during the 1960s) that has recently undergone a major renaissance. The facility is run by another new recruit to the IGC, Erin M. Tranfield, a Canadian electron microscopist, recently also working at EMBL in Heidelberg, in one of the most advanced EM facilities in the world.

Small independent research institutes with excellent facilities and high turnover like the IGC have many advantages in terms of their ability to respond rapidly to new opportunities, and some of the best research in Europe is being done in such institutions. If there is a disadvantage, it is that these institutions are relatively small and speak individually with a small voice in the international forum most important for the development of European science, namely the European Union. To remedy this, the Center for Genomic Regulation in Barcelona and the Flanders Institute of Biotechnology together in 2012 founded a consortium of such institutes of which the IGC is a member. The consortium, called EU-LIFE, is dedicated to raising standards of institutional life in aspects such as governance, research infrastructure, human resources, career and gender issues as well as fund raising and lobbying on behalf of the advanced biological sciences. The first full meetings of EU-LIFE took place in 2013 with the IGC represented and the next strategy meeting of EU-LIFE will take place at the IGC in 2014.

Innovation in PhD programmes has been a strength of the IGC since Professor António Coutinho started the Gulbenkian PhD Programme in Biology and Medicine in 1993. In 2013, with the support of several national and international agencies and institutions, Joana Sá of the IGC was able to recruit the first group of fifteen PhD students for a new PhD programme in Science for Development (Programa de Pós-graduação em Ciência para o Desenvolvimento – PGCD) aimed at future leaders of science in the Portuguese language-speaking countries of Africa and Asia. The programme is based in Cabo Verde and students from Cabo Verde, Mozambique, Angola, São Tomé and Príncipe will start their studies in January 2014. Joana Sá was able to enrol a large cohort of Portuguese-speaking academic scientists from Europe and the Americas as teachers. At the end of the intensive teaching phase in Cabo Verde, students will be selected by laboratories in Brazil, Portugal and elsewhere, to perform the experimental phase of their work. The intention of the PGCD programme is to provide a high quality education in scientific thinking and research methods. The graduates of this programme should be able to contribute at the highest level to the development of tertiary and quaternary education in their countries. Unlike other IGC PhD programmes, the syllabus of the PGCD is focused not only on the fundamentals of modern biology, but also on the important biological problems associated with development such as land and water use and infectious disease.
Despite the difficult economic situation the IGC was also able to submit a successful application to the Fundação para a Ciência e Tecnologia (FCT) for the funding of a new in-house PhD programme, the PhD Program in Integrative Biological Sciences (PIBS) which will take in its first students in 2014.

At the end of 2013 the IGC supported 39 fully independent research groups in a total population of 390 employees. The institute has staff of 36 nationalities and an average age of 37, an extraordinary mix of different talents and varied experience. The scientific energies of the institute were expressed in over 200 publications in international journals, and the institute was host to over 100 external speakers. IGC scientists received several prizes including a Pfizer Award for Clinical Research, and an NEDAI Prize for research in Autoimmunity, as well as 26 new research grants from national and international agencies. Seven IGC scientists were awarded 5-year personal grants in the new FCT – Investigator programme for research scientists working in Portuguese institutions.

The financial position of the IGC relies on a mix of support from the Gulbenkian Foundation and from external competitive granting agencies. In the recent past the ratio of “internal” to “external” funding has been approximately 1:2. In the new regime of partial autonomy the internal contribution has been increased, and it is interesting and important to report that despite an increase in the internal funding, the ratio of internal to external is still 1:2 as a result of continuing improvement in our success with external competitive grant support.
One component of funding that has till now not played a significant role in the budget of the IGC is income from the marketing of intellectual property. The focus of the IGC is on basic research, but nevertheless many of the IGC programmes have potential for exploitation. To ensure that important exploitable discoveries do not go unremarked the President of the Gulbenkian Foundation, Artur Santos Silva, on behalf of the IGC, signed in 2013 an innovative agreement with the major German pharmaceutical concern, Merck-Serono, which gives the company access to intellectual property developed at the IGC in exchange for advice and insight into marketability of research findings. The agreement is particularly favourable for the IGC in that the institute remains free to explore any other possible avenue of exploitation of its discoveries. Nevertheless the strength and experience of the Merck-Serono team, who visited the IGC towards the end of the year for the first time since the agreement was signed, will give IGC scientists new insights into the potential interest of their work in the market.

At the beginning of 2013 the IGC received the first visit from its newly constituted Scientific Advisory Board (SAB), a panel of scientists of the highest international eminence headed by Kai Simons. In the new SAB several research fields of interest to the IGC are now strongly represented, including evolution and ecology, immunity and inflammation, and metabolism and aging, with a further strengthening of expertise in cell biology. The SAB will continue to play a critical role in the evaluation of science at the IGC, and in the recruitment of new scientific staff, and in its scientific management.

**MANAGEMENT COMMITTEE**
Sydney Brenner (President)
Eduardo Marçal Grilo
José Neves Adelino
Diogo Lucena
António Coutinho
Jonathan Howard

Rui Gonçalves (Secretary)

**SCIENTIFIC ADVISORY BOARD**
Kai Simons, Chairman
Martin Raff
Ginés Morata
David Sabatini
Terrence Sejnowski
Tony Hyman
Linda Partridge
Ruslan Medzhitov
Paul Schmid-Hempel
Overseas
Total
3 804 150

Receipts
6 985

AMOUNTS IN EUROS
Delegation in France

The mission of the Foundation’s Delegation in France is to contribute to the debate on contemporary themes, considered within the social, cultural and philanthropic context of both France and Europe, as well as to further the promotion of the Portuguese language.

The Delegation’s main aims are:

› to participate in and contribute to transnational dialogue with special emphasis on four central topics: Europe and the world; philanthropy, foundations and social innovation; environment and sustainability; intercultural dialogue.

› to provide a high-quality programme of international art, mainly through the organisation and holding of exhibitions.

› to promote the spread of the Portuguese language in France and Europe, developing relevant and comprehensive library collections and proposing a series of lectures, debates and conferences related to literature and human sciences in the Portuguese-speaking world, while also forming partnerships and networks with the various structures existing for publication, research and the teaching of the Portuguese language, in France and worldwide.
Acting within this framework, the Foundation’s Delegation in France spent 2013 consolidating the aims described above, which embody its specific mission. Mention should be made of the significant numbers of visitors regularly attending its exhibitions, as well as the participants and readers that were involved in its research activities, debates, conferences and talks.

In April, homage was paid to the memory of the Founder, Calouste Gulbenkian, through the evocation of his figure, his work and his philanthropic vision, at a round-table discussion whose starting point was his journey through two different worlds. It should also be mentioned that (in June) the Library became a member of the French university documentation system (Sudoc), making a decisive step towards its placement online in an efficient manner and thereby increasing the visibility of its collections. Contacts continued to be made with the philanthropic sector in France and Europe, with the aim of better defining the questions related with the values of the common good in the 21st century. New partnerships were established and existing ones were strengthened with organisations and individuals operating in the fields of art, literature and science, thereby contributing towards the Delegation’s fuller integration into the cultural life of the French capital. Special attention was given to the question of youth in the aspects of creativity, mobility and the barriers and opportunities that young people are currently faced with. The interest and impact of the meetings and talks centred upon the Portuguese-speaking world were strengthened and the first volumes of the collection entitled “Tout se Transforme” were published.

Main activities undertaken

Library

The Library continued to develop its activity in an uninterrupted fashion, concentrating, above all, on its central mission, which is to build up and preserve an important collection of literature and books in the area of human sciences in the Portuguese-speaking world. This constant commitment has begun to bear fruit both in terms of the quality of its collections, which are recognised as being of great importance, but also in terms of the number of readers, which continues to grow and reveals an ever greater diversity in regard to the Library’s audience.

In parallel to performing its strict activity of librarianship, the Library continues to organise an important group of lectures, debates and conferences centred upon the literature of the Portuguese-speaking world, organising presentations of books with the presence of the authors, inviting the different French university research centres involved in Portuguese, Brazilian, African or Portuguese-speaking studies to organise seminars and meetings of an interdisciplinary nature. In 2013, the Library continued to promote gatherings for Portuguese conversation between people who already demonstrate a certain level of proficiency in the language. This project began in 2012 with just one group and now there are two groups who meet on a monthly basis.
Exhibitions

“Artistes-poètes, poètes-artistes. Poésie et arts visuels du XXe siècle au Portugal”
16 January to 30 March
Curator: Maria João Fernandes
As the title suggests, this exhibition presented works by roughly 40 Portuguese artists and poets from the 20th century whose careers resulted in the production of works in the fields of both poetry and the visual arts. Among the artists represented were Teixeira de Pascoaes, Antônio Carneiro, Almada Negreiros, Vítor Pomar, Mário Cesariny and António Pedro, among others. This exhibition had the originality of confirming the importance of the city of Paris for various generations of Portuguese artists who lived or studied there. An interesting particularity of this exhibition, in which various artistic disciplines, generations of artists, and their cities of residence were engaged in a permanent dialogue, was the effort that was made to translate various poems that had never previously been published in French.

“Caucase – souvenirs de voyage”
Pauliana Valente Pimentel and Sandra Rocha
16 January to 30 March
At the same time as the “Artistes-poètes, poètes-artistes” exhibition, there was also an exhibition in the Delegation’s public area, from the ground floor to the third floor, of a significant part of the photographs of the “Caucase: souvenirs de voyage” project. In 2009, the photographers Pauliana Valente Pimentel and Sandra Rocha repeated the journey that Calouste Gulbenkian had made across the Caucasus at the end of the 19th century, from Armenia to Kazakhstan. The complete exhibition of the photographs had been shown at the Foundation’s headquarters in Lisbon in 2010, and it was understood that it would make sense to show it once again in Paris, the city where Calouste Gulbenkian lived for a large part of his life.
“Langages: entre le dire et le faire”
Aurélien Froment, Bas Jan Ader, Fernanda Fragateiro, João Penalva, Manon de Boer, Meris Angioletti, Shilpa Gupta & Susan Hiller, Pierre Le Guillou, Pedro Barateiro and Susana Mendes Silva
24 April to 27 July
Curator: Filipa Oliveira
This exhibition set out to present works that established a relationship between different types of languages, seeking to question both its dynamics and its limits. The exhibition enjoyed the participation of 16 artists, four of whom were of Portuguese origin. This exhibition represented an important landmark in the way in which the Delegation organises its exhibitions, since a series of partnerships were established with important institutions in Paris (the École des Beaux Arts and the Fondation Nationale des Arts Graphiques et Plastiques) as part of an ongoing effort to establish relationships with the city and with its different organisations and bodies. In the same way, Filipa Oliveira was asked to work with Portuguese artists of international standing and with international artists of other nationalities.

“Present Tense – photographies du Sud de l’Afrique”
Délio Jasse, Dillon Marsh, Guy Tillim, Jo Ractliffe, Kiluanji Kia Henda, Mack Magagane, Malala Andralavidrazana, Paul Samuels, Pieter Hugo, Sabelo Mlangeni, Tsvangirayi Mukwazhi, Filipe Brancoinho, Mauro Pinto and Sammy Baloji
18 September to 14 December
Curator: António Pinto Ribeiro
This exhibition took the form of a co-production with the Gulbenkian Next Future Programme, presenting works by 14 photographers from the South of Africa. Over the course of the three months that the exhibition was on show to the public, roughly ten guided visits were held, with an audience that ranged from students from different educational levels, including university students, to contemporary art curators and art collectors. The exhibition was also part of the VIP section of Paris Photo, which afforded it an additional recognition on the part of the professional and specialised audience from the world of photography. On 5 October, the Delegation associated itself with the “Nuit Blanche”, which resulted in 500 people visiting the exhibition within the space of four hours.
In 2013, the Delegation initiated a programme of guided visits to its exhibitions. These visits were led either by the curators of the exhibitions themselves or by young independent curators with a profound knowledge of the artists whose work was being exhibited. It is interesting to note that these visits were made with groups of quite different types: young people from the first years of high school, students from different university levels, groups of local business people, international art collectors, groups of friends of museums (friends of the Museum of Fine Arts of Boston, friends of the Centre Pompidou, for example), and specialised curators in African matters, among several others, who were given guided tours in French, English and Portuguese.

The Library also organises visits for students at different stages in their educational careers, ranging from younger primary school students to those already operating at the professional level (librarian-ship students, for example).

### Cultural mediation/Guided visits

**“Trois Fois Rien (performance)”**
S – Performance de Julie Béna et António Contador
19 October

This amounted to the second phase of the small “Voisinages – Trois Fois Rien” project, curated by António Contador. The main aim of this low-budget project is to reach younger audiences who form part of the city’s contemporary art circuits. After its first edition in 2012, which consisted of an exhibition of films and video art, António Contador produced a performance in 2013, in partnership with the French artist Julie Béna, which had as its starting point the life of the recently deceased Manuel Alvess, a Portuguese artist who had lived in Paris for several decades.
**Publishing and selling of publications**

The dissemination of the knowledge that it produces is one of the most important aspects of a foundation’s activity. Publications play a very important role in the history of the Delegation, and, although its publishing department has been extinct for a number of years, the care that is taken with the publication of exhibition catalogues still remains one of the Delegation’s most distinctive features. In 2013, the Delegation began the sale of publications of the exhibitions held at its premises and also began the publication of the collection entitled “Tout se Transforme”, which includes the texts of the talks given at the Delegation. In this way, the Delegation’s activity in 2014 will be able to reach a growing number of people, while, at the same time, guaranteeing an effective dissemination of the knowledge that is produced or presented there.

**Exhibition catalogues**

*Artistes-poètes, poètes-artistes: Poésie et arts visuels du XXe siècle au Portugal*

Texts: Artur Santos Silva, Maria João Fernandes, Robert Brechon, Eduardo Lourenço and Gilbert Durand

2013 (200 pages)
Published in French
Print run: 300 copies

*Languages: entre le dire et le faire*

Includes portfolios specially commissioned for this publication, which were not presented at the exhibition.

Texts: Artur Santos Silva, Filipa Oliveira and Gonçalo M. Tavares

2013 (170 pages)
Bilingual edition (French / English)
Print run: 400 copies

**Other publications**

*Égoïsme et individualité*

Texts: João Caraça and Dominique Lecourt

2013 (32 pages)
Published in French
Print run: 500 copies

*Science, technologie et société: la politique des savoirs aujourd’hui*

Texts: João Caraça and Dominique Pestre

2013 (52 pages)
Published in French
Print run: 500 copies

*Tout se transforme. Vraiment tout?*

Texts: João Caraça and Immanuel Wallerstein

2013 (48 pages)
Published in French
Print run: 500 copies
 Talks and debates

During 2013, the number of talks and debates increased significantly. These activities are divided into two separate areas: the series of talks entitled “Tout se transforme” and the series of talks and debates entitled “Rencontres de la lusophonie”.

“Tout se transforme”
This is a series of talks that discusses fundamental questions of contemporary thought, namely those issues confronting civil society and questions related with Europe, but also those relating to the third sector.

In this context, the Delegation has maintained its partnership with the Fondation Maison Sciences de l’Homme – Collège d’Études Mondiales (FMSH – CEM). This collaboration also involves the organisation of talks and round tables with some of the lecturers from the Collège, eminent sociologists, geographers, philosophers and specialists from other areas of thought, and the coordinators of subjects and courses that form part of this institution’s curriculum of studies. In parallel to the talks held with FMSH – CEM, the Delegation continued its programming of events, which included meetings with important personalities from the fields of science, contemporary thought, philosophy and politics. During the year, the Delegation was visited by such authors as Marcel Gauchet, Eduardo Lourenço, Immanuel Wallerstein, Dominique Prestre, Hervé le Bras, Nancy Fraser, Jean Claude Ameisen, René Frydman, Jean-Claude Levy-Leblond, Henri-Claude de Bettignies, Didier Blanchet, Marc Fleurbaey, Catherine Larrère, Elie During and Michel Wieviorka. In 2013, various conferences and meetings received support from the delegation under the scope of collaborations and partnerships with a number of institutions, and other partnerships of a cross-disciplinary nature. Outside the Delegation’s own programming of events and beyond the framework of its support for, or partnerships with, other institutions, rooms are regularly loaned to academic institutions or associations that have similar aims and values to the Foundation.

“Rencontres de la lusophonie”
The promotion and dissemination of the Portuguese language, together with the Library’s activity, represents one of the pillars of the Delegation’s activity. For this reason, meetings continued to be held to discuss literature and human sciences in the Portuguese-speaking world. These meetings have the form of regular encounters with writers, book launches, conferences or round-table discussions held at university research centres, and meetings with researchers and publishers, among others. Some of these meetings are held in partnership with the Maison du Portugal – Résidence André de Gouveia. Under the scope of these meetings, participants had the chance to debate ideas with such authors as Gonçalo M. Tavares, Valter Hugo Mãe, Lídia Jorge, João de Melo and Isabel Nogueira. Talks and debates were also held to discuss the work of Eduardo Lourenço, Almada Negreiros, Herberto Hélder, Luís Francisco Rebello, Ana Hatherly and Manuel de Oliveira, as well as contemporary Angolan fiction, African cinema and several other themes. The Delegation was also associated with the commemorations of the anniversary of the death of Aquilino Ribeiro and the tribute that was paid to Robert Bréchon. Throughout the year, various seminars were held to discuss questions related with Goa, Macau and the work of Ana Castro Osório. Under the scope of its collaboration with universities and research centres, the Delegation launched an interdisciplinary study cycle to discuss post-colonial questions. Once a month, groups met for conversations in Portuguese, an activity that was aimed at interested people who already had an advanced knowledge of the Portuguese language.
Other projects

Partnerships
The establishment of partnerships is probably the most visible aspect of the work undertaken in relation to development, since maintaining a dialogue with other institutions from Paris – whether French, Portuguese or international – that operate in the field of the arts, culture and philanthropy, or even other libraries, is a central aim of the Delegation’s strategy. The motivation behind such a commitment is naturally the aim of extending the impact of its activity to the greatest possible number of people and organisations, but it is also linked to the fact that this is a tool that enables the Delegation to communicate with the outside world, as well as a way of combating the tendency that organisations have to become closed in upon themselves. In 2013, by way of example, projects were held in partnership with the Institut Français/Saison de l’Afrique du Sud x France, the École des Beaux-Arts de Paris, Paris Photo (the world’s largest photography fair), the Fondation Nationale des arts graphiques et plastiques, the Revue des Deux Mondes, the Fondation Nationale des sciences de l’homme – Collège des études mondiales, the European Council on Foreign Relations, the Collège international de philosophie, the Mairie de Paris, and with practically all of the university research centres in Paris engaged in Portuguese studies or the study of the Portuguese-speaking world, as well as with Instituto Camões, among various other organisations.

Institutional relations
The Delegation pays great attention to the institutional relationship with the Portuguese community, the Portuguese-speaking diplomatic community and the community of the large transnational organisations, such as the OECD or Unesco, as well as with the French foundation sector. During the year, whenever possible, the Delegation was represented at the many different meetings organised by the various bodies that make up these different communities. At the same time, the Delegation also invited these same institutions to visit its premises or to take part in its activities. In some cases, this relationship was then transformed into a form of close collaboration, such as, for example, the partnership that the Delegation formed with the Associação Cap Magellan, and the relationships that it established with the Portuguese Embassy and Consulate-General, the Angolan Embassy, the Delegation of Portugal or Brazil to Unesco, the Maison du Portugal – Résidence André de Gouveia or the Centre Français des Fonds et Fondations.

Under the scope of the Delegation’s relationship with the French-Portuguese community, support was given to the Associação Cap Magellan, which each year holds a grand gala for the community at the Mairie de Paris. This support consisted of the award of the Calouste Gulbenkian Foundation – Cap Magellan Prize to the “Meilleur Lycéen”. In 2013, this prize was awarded to the student Thierry Marques.
Total
3 105 385

Receipts
16 315
Armenian Communities Department

2013 was a year of transition for the Armenian Communities Department. Starting with the appointment of a new Director, the Department entered a phase of consultations and rethinking in order to find out how best to carry out its mission “to create a viable future for the Armenian people in which its culture and language are preserved and valued”.

The new five-year Programming Plan was approved by the Board in September and will be implemented from 2014. The Plan is structured around the four priority areas which are crucial in fulfilling the Department’s mission:

› promoting the preservation of Armenian language and culture through education;
› supporting Armenia by investing in its youth and civil society;
› helping to improve Armenian-Turkish relations;
› preserving Armenian literary heritage.

As in 2012, the focus was upon scholarships and support to schools, because of our belief that investing in the Armenian and diasporan youth will reap benefits for the community in future years.
Our Objectives

The following objectives are central to our work, and are what we believe to be the most effective ways of achieving our mission. They came about as the result of a strategic review in 2011-12, led by Trustee Martin Essayan. Following Razmik Panossian’s arrival, they were incorporated into the Programming Plan. They provide continuity to our work, and remain valid even when individual programmes make transitions into new areas:

› Preserve the Armenian language and culture, and the development of the diaspora by linking its different parts and investing in education.

› Develop a viable future for Armenia, through investing in its youth and their commitment to civil society.

› Improve Armenian-Turkish relations by sponsoring projects that encourage a common understanding of their long shared history.

› Preserve and make available the Armenian literary heritage through the publication of the most important works of the Armenian literary and cultural tradition, help towards the creation and publication of new works on contemporary themes and the use of new technologies.
Grants to Syria

In 2013, the Armenian Communities Department pledged a total of €612,415 (approx. $830,000) in aid to Armenians affected by the ongoing civil war in Syria.

The Syria aid comprised three types of grants: Humanitarian Aid, School Aid and Emergency University Student Aid.

Humanitarian Aid totalling €197,000 is going towards essential items such as food, medicine, clothes and the educational needs of children in schools. We are partnering with AGBU (Armenian General Benevolent Union) and the Armenian Committee for Urgent Relief and Rehabilitation to coordinate the delivery of funds. The majority of aid is going to Aleppo, where the crisis is the most severe, with some funds also going to Damascus, Latakia/Kessab and Kamishli/Der Zor.

School Aid is directed towards 22 primary and secondary schools in Syria that are facing extreme difficulties. The 2013 budget for such support was €126,665.

Emergency University Student Aid is the largest of the three grant making areas, with €288,750 already paid or earmarked from the 2013 budget. Working with AGBU and the Armenian Ministry of the Diaspora, we helped to pay the tuition fees of all 350 refugee Syrian students in Armenia. Beyond Armenia, we continue to help refugee Syrian students with our partners at the Global Partnership for Syrian Students, chaired by former President of Portugal and UN High Representative to the Alliance of Civilizations, Jorge Sampaio.

In total, the overall funds made available to Syria from the 2013 budget is €612,415, amounting to approximately 22.4% of the Department’s total grant making annual budget. Of this, €251,750 is paid in 2013; €283,665 is to be paid in 2014; and €77,000 in 2015. Emergency Scholarships and the Urgent Action Fund are two of the components of the new Programming Plan, as published on our website (http://www.gulbenkian.pt/Institucional/pt/Atividades/ComunidadesArmenias).
Preservation of the Armenian language and culture and development of the Diaspora

Support to educational institutions
Grants were offered to projects focused on the preservation and teaching of the Armenian language and culture, as well as to cover core costs.

In total, 54 grants were allocated in 2013, including to Armenian schools and educational institutions in Lebanon, Armenia, France, Greece, Turkey, Brazil, Italy, Bulgaria, Cyprus, Israel, Jordan and Syria.

Other grants included:
› Centre National de la Mémoire Arménienne (France);
› Hebrew University of Jerusalem: Armenian Studies courses;
› Jamanak newspaper (Turkey): technological renovation of one of the longest continuously running Armenian-language news outlets in the world.

School scholarships
In the framework of this program, scholarships were awarded to children attending schools in the Armenian Diaspora (ranging from nursery schools through to secondary schools), as well as to students attending the two main Armenian seminaries.

The school scholarships programme has entered a phase of transition, as the department moves from individual grants to school grants. 173 scholarships were awarded from department’s 2013 budget, almost all of them representing scholarships allocated to pupils of 15 Armenian schools in Lebanon.

University scholarships
The aim of this scholarships programme is to encourage and help young Armenians to obtain higher education.

A total of 33 scholarship renewals were awarded in 2013. The program has undergone a reassessment of its objectives and selection criteria, and a new set of five scholarships has been established for 2014 onwards. We expect this to increase substantially.
Research visits to countries by YSU grantees

<table>
<thead>
<tr>
<th>Country</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russian Federation</td>
<td>6</td>
</tr>
<tr>
<td>Germany</td>
<td>5</td>
</tr>
<tr>
<td>USA</td>
<td>4</td>
</tr>
<tr>
<td>France</td>
<td>3</td>
</tr>
<tr>
<td>Poland</td>
<td>3</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>2</td>
</tr>
<tr>
<td>Greece</td>
<td>2</td>
</tr>
<tr>
<td>Italy</td>
<td>2</td>
</tr>
<tr>
<td>U.K.</td>
<td>2</td>
</tr>
<tr>
<td>Other countries</td>
<td>11</td>
</tr>
</tbody>
</table>

**Short term scholarships**

In 2013, students and academic staff at Yerevan State University were awarded grants to aid their participation in international academic conferences, congresses and training courses abroad. The main purpose was to encourage the exchange of ideas and experiences with their peers abroad.

In 2013, 40 grants were awarded to students and teachers at the university, enabling them to participate in educational short-term events held in 17 European countries, as well as Japan, South Korea and the USA.

**Armenian graduate studies scholarships**

The competition for these scholarships was open to all candidates who are taking their Masters, Doctorate or Post-Doc in Armenian Studies at globally-recognised universities.

In total, 22 candidates were awarded scholarships in 2013.

**Armenian studies scholarships – short term**

These scholarships were awarded to students of Armenian Studies who hope to complement or deepen their knowledge in their areas of research, taking part in seminars, conferences, summer courses and other relevant activities.

In 2013, eight scholarships were awarded under this programme.

**Pedagogical scholarships**

Pedagogical grants were awarded to encourage Armenian researchers in the field of education.

In 2013, the Department awarded six pedagogical grants, including for a research project conducted at Beirut’s Haigazian University entitled “Teachers’
and Principals’ Pedagogical Content Knowledge in Critical Thinking: The case of the Armenian Schools in Lebanon”.

Organisation of meetings and conferences
In 2013, the Department awarded a grant to Socioscope NGO to encourage public debate on environmental issues in Armenia, which led to the organisation of a conference and the production of a short film.

In addition, the following four grants were awarded:
› University of the Azores: short course and workshop in Yerevan (Armenia);  
› Society for Armenian Studies (SAS): conference in Yerevan (Armenia);  
› Scholarship for a member of the Youth Cooperation Centre of Dilijan (Armenia) to attend the Model U.N. conference held in Rome, Italy;  
› Armenian Patriarchate of Jerusalem: Armenian Studies conference.

Research assistance
In 2013, the Department awarded one individual scholarship for a research project on Armenian Schools in Lebanon.

Additionally, two institutional grants were awarded to National Association for Armenian Studies and Research (USA), in support of their research related activities, and Manning Clark House (Australia) for the project dedicated to virtual reconstruction of the Medieval Armenian Cemetery at Julfa.

Teaching the Armenian language and culture

One grant was awarded towards the creation of an interactive online French-Armenian Lexicon developed by Institut National des Langues et Civilisations Orientales (France).

Innovative pedagogical projects

Two grants were awarded to the following institutions:
› “Sources d’Arménie” Association (France): educational programme for students at Armenian schools in Lyon and Marseille;
› Hamazkayin Armenian Educational and Cultural Society (USA): a joint initiative with American University of Armenia including lecture series and online fora on current issues between young people in the diaspora and in Armenia.

Develop a viable future for Armenia

Development projects in Armenia
In this category, one grant was awarded for Disappearing Memories, a film based on documentary photographs that depict the destruction of historic monuments in Armenia.

Further institutional subsidies were awarded to:
› The Black Sea Trust for Regional Cooperation: “Confidence Building in the South Caucasus”;
› Mitost International Association: “Eco Lab 2014” project;
› The Tekeyan Trust: “Textbooks for schools in Armenia” project;
› Investigative Journalists NGO: English-language edition of the news website;
› The Civilitas Foundation: “Live streaming NGO Meetings in Armenia” project
› The Ministry of Diaspora: support to the educational Initiatives of the Ministry;
› Tiknik NGO – Handicapped Children’s Puppet Theatre. The Armenian Communities Department awarded one grant totalling €120,000 to support the educational initiatives of this NGO which puts on children’s puppet theatre in Kapan, a town in the southeast of Armenia. Tiknik (meaning “puppet”) is
an important inspiration and source of employment for handicapped young men and women in Armenia, promoting values of social inclusion through the reinterpretation of traditional Armenian culture.

**Improve Armenian-Turkish relations**

**Support for the improvement of Turkish-Armenian relations**

One grant was awarded to Yerkir Europe ONG, for its “REPAIR” project that aims to facilitate the Armenian-Turkish dialogue.

**Preserve and make available the Armenian literary heritage**

**Publications**

The department divided its support between two strands of the publication assistance programme – publication of the classics of Armenian literature and support for works by contemporary Armenian authors.

In 2013, nine scholarships were awarded to various beneficiaries totalling €77 450. The list of beneficiaries includes:

- Joana Melo Antunes and João Brito, for Portuguese translation and publication of *The Armenian Sketchbook* by Vasily Grossman;
- Vicken Cheterian, for his work on the book *Open Wounds*, considering Armenian-Turkish relations;
- Serge Momjian, for *Komitas – the Artist and the Martyr*;
- Antoine Agoudjian, for the publication of his exhibition catalogue *Les yeux brûlants*;
- Christopher Atamian, for English translation of *Vidure* by Denis Donikian;
- Hervé Georgelin, for English translation of the book *The End of Smyrna*.

In addition to individual scholarships, thirteen institutional grants totalling €106 079 were awarded as follows:

- Azg Daily Newspaper, publication of the literary supplement;
- Hamazkayin “Vahe Setian” Publishing House, publication of ARF archive, vol. 10;
- Armenian Film Foundation, Armenian Genocide Digitization project;
- Nayiri Library of Electronic Armenian Dictionaries, “Online Armenian Dictionaries” project;
- Anadolu Kültür, publication of *Bearing Witness to a Lost Armenian Home*;
- Università di Bologna, publication of the proceedings of the conference “I Tparani, giornata di studio internazionale”;
- *Armenian Review*: Digitization of the *Armenian Review* (1948 - 2008);
- Gomidas Institute, translation programme, Armenian language books;
- Congregação Mekhitarista (Austria), publication of *Handes Amsorya Review*;
- Matenadaran, publication of vol. 19 of the collection of the ancient manuscripts *Matenagir Hayots*;
- Yerevan State University, publication of 4 books by various authors and University Review *Banber Hamalsarani*;
- Institut Tchobanian, publication of the book *Les microtoponymes de Hemchin*, by Lusine Sahakyan.

**Support for artistic projects**

These grants helped to finance artistic projects, favouring initiatives that contributed most to the dissemination of Armenian culture.

In 2013, one grant was awarded to Terra Líquida Filmes for the production of documentary film on Armenian music, history and culture.

Anadolu Kültür received two grants supporting the production of two films: *Verchin Zang*, relating to Armenians in Turkey and produced by Sevil Demirci, and *Gavur Mahallesi*, produced by Yusuf Kenan Beysülen.
<table>
<thead>
<tr>
<th>Projects/Departmental Initiatives</th>
<th>Costs (Amounts in Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanitarian aid (Syria)</td>
<td>485,750</td>
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<tr>
<td>Support to educational institutions</td>
<td>592,671</td>
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<tr>
<td>School scholarships</td>
<td>48,330</td>
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<td>University scholarships</td>
<td>58,248</td>
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<tr>
<td>Short term scholarships</td>
<td>52,087</td>
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<tr>
<td>Armenian graduate studies scholarships</td>
<td>328,305</td>
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<tr>
<td>Armenian studies scholarships – short term</td>
<td>32,500</td>
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<tr>
<td>Pedagogical scholarships</td>
<td>35,176</td>
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<td>Organisation of meetings and conferences</td>
<td>59,994</td>
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<td>Research assistance</td>
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<td>Teaching the Armenian language and culture</td>
<td>25,000</td>
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<tr>
<td>Innovative pedagogical projects</td>
<td>63,655</td>
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<tr>
<td>Development projects in Armenia</td>
<td>362,677</td>
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<tr>
<td>Support for the improvement of Turkish-Armenian relations</td>
<td>70,000</td>
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<tr>
<td>Publications</td>
<td>183,529</td>
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<tr>
<td>Support for artistic projects</td>
<td>181,500</td>
</tr>
</tbody>
</table>
UK Branch

2013 has been a year of consolidation for the UK Branch. We have continued to support and promote work in the areas of cultural understanding, fulfilling potential and the environment and work reflecting our cross cutting concern to “maximise social and cultural value”. A dominant theme of our work in 2013 has again been collaboration; this is demonstrated for example, in our continued support for the very successful “Campaign to End Loneliness” – developed by a management group of five organisations – our role convening “Greening the Economy” projects to consider learning and legacy and our “Literature in Translation” programme which has helped to develop a strong network and support infrastructure.
During 2013 we have also reflected on our work past, present and future:
› planning for and seeking to establish the legacy of funding strands shortly to come to an end;
› developing a new approach to evaluation and learning which makes it integral to our work;
› refreshing our strategy for 2014-19 based on an analysis of learning from previous programmes;
› developing guidance on how to develop new activity strands systematically;
› scoping new activity strands.

At the end of 2013 we completed work on our refreshed strategy for 2014-2019. It is based on consultation with staff in the UK Branch, colleagues in Lisbon and external stakeholders. It seeks to clarify how we work, our “personality” as a funder, and how we seek to achieve change. It emphasises our role as a convener and broker of relationships, recognising that we add significant value beyond the funding we provide. It also stresses, with our status as part of a large European foundation, that we are uniquely placed to support and foster collaboration and learning across national boundaries.

Cultural understanding

“To help improve people’s perception of each other by providing opportunities for interaction through culture and between cultures…”

Through our programmes “Portuguese Visual Arts”, “Literature in Translation” and the funding of some exploratory participatory performing arts projects we have aimed to celebrate diversity, foster connections across boundaries and give a voice to those on the margins thereby contributing to the development of a society where all have equal opportunities to participate and be heard.

“Portuguese Visual Arts”
In 2013, we continued to support the legacy of a programme of work that values and celebrates cultural diversity through the contemporary visual arts – specifically, by raising the profile of Portuguese artists in the UK. The programme’s aims, activities and achievements are set out in more detail in the publication Unlocking Europe’s Best Kept Secret.

Achievements (to which our support has contributed):
› familiarising UK curators with the work of contemporary Portuguese visual artists by facilitating visits of British curators to artists’ workshops in Portugal, and inversely by establishing artists’ residencies for Portuguese artists to come to the UK. In addition, a number of exhibitions were organised showcasing the work of Portuguese artists such as Daniel Blaufuks, Fernanda Fragateiro and Edgar Martins.
› established regional galleries have continued to show interest, there are flourishing relationships between practitioners in the two countries and pioneering initiatives such as the Portuguese and Lusophone African art research collections at Tate are being consolidated.
› the dissemination of a model to promote international art, which is replicable across borders and sectors, will be facilitated by the European Union National Institutes of Culture (EUNIC) and the European Commission.
“Literature in Translation”

The Foundation has played a convening role, continuing to facilitate and consolidate partnerships, through support for a group of organisations to promote the literary traditions of other cultures. This has enabled a number of key organisations to flourish and to attract additional funding. The outcomes from this work are being recognised across the UK and as far afield as the United States.

Achievements (to which our support has contributed):

› Valuable resources to inform the publishing industry
  • The first reliable publishing data and statistics on translated literature in the UK and Ireland have been published by Literature Across Frontiers. *Three Percent?* establishes benchmarks and proposes mechanisms for the collection, processing, sharing and analysis of such data.
  • The Literary Translation Centre has been established at the London Book Fair, offering a high level of expertise to the UK and international book trade and providing networking opportunities for translators and publishers.
  • An improved understanding of the importance of valuing language learning among children, with a special emphasis given to helping children with non-Anglophone parents to speak and understand the value of learning their parents’ mother tongue. This was seen in projects such as “Pop Up” which produced animations with children and their families of folk tales from their native countries.

› Improved professional development and opportunities for literary translators

Free Word centre has adopted literary translation as one of its three priorities, having established a successful translators in residence programme that provides professional development and new opportunities as translator facilitators and animateurs.

› Increasing public interest

Audience development has exceeded expectations during 2013, with good attendance at the Foundation’s supported programme of public events at literary festivals – such as bclt’s sell-out international writing series at the Edinburgh Festival. There have been new partnerships and increased interest from literary festivals and venues.

› Legacy and exit

As an early partner of the National Centre for Writing in Norwich, which has emerged as a major player with the potential to carry the programme forward, in collaboration with others, and increase the capacity and vitality of the sector, we have been able to secure the legacy of our investment under this strand and to focus on an exit strategy.
Participatory performing arts

Since 2011, we have supported new ways of creating connections and social capital within and between communities and of giving those at the periphery a voice through their active engagement in participatory performing arts.

Achievements (to which our support has contributed):

› Early approaches
  - Support for Manchester International Festival’s well-publicised “Sacred Sounds” project, which assembled a choir of 75 women of different faiths to explore and celebrate the musical traditions of major faith communities, helped local inter-faith and inter-cultural relations and established a replicable model and approved song book.
  - The development and performance of De Gabay (The Poem) by the Somali community in Butetown, Cardiff, with National Theatre Wales explored the role of community-led theatre in changing public perceptions of a minority culture.

› International connections
  - We have partnered with National Theatre of Scotland in a major new international cultural exchange production planned for the 2014 Commonwealth Games in Glasgow, developing new models of participatory practice that will connect communities across different countries.

› Future strategy
  - The Foundation’s strategic development of this strand and ambition to facilitate productive national and international collaborations has been informed by evolving learning from participatory projects that reflect a range of practice and contexts, together with international exchanges of knowledge and best practice, and wide consultation with UK peers and key players.
Fulfilling potential

“To assist the most disadvantaged in society to fulfil their potential by building connections and developing opportunities...”

Our work under the Fulfilling Potential theme seeks to move us from a narrative of dependency to one of empowerment and focuses on two groups: those approaching older age and adults with multiple needs.

Ageing and social connections
Since 2008, working with our colleagues in Lisbon, we have sought to understand and promote the value of social connections for our ageing societies and have laid the groundwork for a second phase of action that will consider the transitions people pass through as they grow older.

Achievements (to which our support has contributed):
› Shared learning
  • The “Campaign to End Loneliness” continues to make significant headway through a partnership approach based on research and the sharing of practice. It has made a significant contribution to raising the profile of the issue of loneliness amongst older people and its impact on physical and mental health and encouraging and supporting the public sector to develop appropriate responses.
  • A learning resource was published to share the results of the IntergenerationAll programme (www.intergenerationall.org), which tested different co-design and prototyping approaches to strengthening connections across generations. Intergenerational Practice (IP) is recognised as an essential tool which provides added value to work around ageing.
  • Continuing support was provided to the European Map of Intergenerational Learning (www.EMIL-network.eu) enabling it to build reciprocal links between organisations utilising intergenerational approaches.
  • To maximise the development of effective policy responses across the EU to changing child and elder care requirements we supported the dissemination of the report “Grandparenting in Europe” together with influencing work to promote its policy recommendations. This major research project on European grandparenting trends, policies and practices was led by Grandparents Plus and conducted by the Institute of Gerontology at King’s College London.

“Campaign to End Loneliness”. Discussion during the conference on health and well-being devoted to the question of loneliness in more advanced ages / © CEL
〉 Future strategy

• We completed a comprehensive review and consultation exercise to guide the design of the next phase of our work. Our decision to focus on strategies to increase knowledge about transitions in ageing and secure more appropriate responses to the issues they create was informed by discussions and expert roundtables with organisations and funders working in the field of ageing which considered a range of approaches and themes.

• To inform our thinking we commissioned scoping research on transitions across the life course to gather learning from best practice and enable us to align our work with others and form new partnerships. We also supported the prototyping of a Retirement Transition Initiative (RTI) by the Shaftesbury Partnership in preparation for a pilot phase in 2014, and Tyze to examine the role online personal networks can play in supporting later life transitions.

Multiple needs

Making Every Adult Matter (MEAM) is working to ensure that in every local area people with multiple needs are supported by effective, coordinated services and empowered to tackle their problems, reach their full potential and contribute to their communities. The MEAM coalition is formed of Clinks, DrugScope, Homeless Link and Mind. Early in 2013 it launched the MEAM Approach, an online resource to help local areas design and deliver better coordinated interventions, it also provided bespoke support to the Big Lottery’s Fulfilling Lives areas.

Achievements (to which our support has contributed):

› The MEAM Local Networks Team, embedded within the four coalition organisations, has been supporting twelve local areas to develop better coordinated services using the MEAM Approach. The team has helped local areas to develop strong cross-sector partnerships, design new service approaches, and begin to consider options for sustainability and systems change.

› MEAM continues to be closely involved in the Big Lottery’s “Fulfilling Lives” programme. The Local Networks Team will be providing bespoke support to the twelve localities, supporting them with service design.

› At a national level, MEAM has continued to influence the policy debate on multiple needs and exclusions working with a range of partners. In partnership with the Fabian Society, Centre for Social Justice and Centre Forum it has published an update on the 2010 report Hardest to Reach? – providing a clear indication of cross-party support for the issue of multiple needs.

Environment

“To help in the development of a society which benefits from a more sustainable relationship with the natural world and understands the value of its resources...”

Through our programmes, “Valuing Nature” and “Greening the Economy”, we sought to increase contact with and understanding of nature because we believe that without it society is less likely to value nature enough to be prepared to take the actions necessary to protect it and the sustainability of the resources it provides.
Growing the social role of (Botanic) Gardens

Flexible and sustained support has enabled Botanic Gardens Conservation International (BGCI) to embed and scale its “Communities in Nature” initiative, which aims to “connect people with plants”, particularly the disadvantaged. Positive outcomes of BGCI’s activities to encourage institutional change in the way botanic gardens operate have been the increasing engagement of their leadership, a long-term strategy with community wellbeing at its heart, and the influencing of the International Agenda for Botanic Gardens in Conservation.

Pilot projects, such as the adult learning programme that The Geffrye Museum has developed with our support, are now successfully expanding their community reach to larger numbers of vulnerable, older people.

“Valuing nature”

Some initiatives have been designed to impact on business and government planning; others to engage disadvantaged local communities in an understanding of the value of the natural world; and a third strand to harness the power of art to highlight environmental issues.

Achievements (to which our support has contributed):

> Influencing decision makers

• We continued to facilitate the development of innovative approaches to reshape the UK’s financial system in “the long-term interests of people and the planet”. Evidence of impact is indicated for example in the Finance Innovation Lab’s new Transforming Finance video, which includes contributions from mainstream supporters in the Bank of England and the House of Lords and will be used to inform a range of audiences about the practical opportunities for change (www.thefinancelab.org/transforming-finance/).

• Our support for Plan Vivo Foundation’s “insetting” approach has helped it facilitate the launch of Source Climate Change Coffee, the first practical example in which the payment for ecosystem services directly benefits the environment and livelihoods of growers in the supply chain. Plan Vivo has engaged a range of other businesses in the concept.

> Achievements (to which our support has contributed):
Using art to influence attitudes

The effectiveness of using art to illuminate environmental issues in unusual ways and so influence people’s attitudes, was seen in the Galapagos project. The work of the 12 artists who took part in the Gulbenkian Galapagos Artists’ Residency Programme, was transferred from the UK to the Centro de Arte Moderna, in Lisbon, in 2013.

Future strategy

We have undertaken preliminary activities to inform a framework strategy for a programme that will promote more effective communication of the evidence and explore new platforms for collaboration across sectors in order to help in the protection of our seas. This strand will form part of the Gulbenkian Oceans Initiative, launched in 2013 by the Foundation in Lisbon to influence policy and practice at a local, national and EU level through the economic valuation of marine ecosystem services.

“Greening the economy”

Over three years the UK Branch has identified and supported varied strategies, at national and local levels, to build a broader-based consensus for policy change to a “greener” economy that promotes access to “greener”, fairer jobs for disadvantaged communities. Our focus in 2013 has been to create greater impact for the programme “as a whole” through a process of collective learning aimed at highlighting practical next steps.
Achievements (to which our support has contributed):

› Learning review and legacy
• We set up a collaborative learning and evaluation review across this strand, including bringing together eleven organisations supported through the programme, from grassroots campaigning groups to national think tanks, in a two-day retreat to reflect on lessons, strengthen networks and promote the cross-fertilisation of ideas. Some collaborative legacy initiatives that have emerged from this process will be taken forward as part of the UK Branch’s exit strategy.
• Support from the UK Branch has enabled 10:10 to pilot and scale its innovative “Solar Schools” programme, which uses a crowd-funding model to increase clean energy in schools. It is now exploring how to adapt the model for a citywide investment programme in renewable energy (“Powered by 10:10”) and to “iconic buildings”.
• The “Transition Network’s REconomy Project”, which builds the capacity of communities to grow new more sustainable kinds of local economies, has published groundbreaking “local economic blueprints” for Herefordshire, Brixton and Totnes. These estimate the potential economic value and jobs which can be created as a result of a more localised and environmentally sustainable local economy.

Maximising social and cultural value

“To contribute to the enhanced effectiveness of the organisations we work with maintaining an interest in sectoral developments and seeking to influence others in maximising social and cultural value...”

This body of work demonstrates how we seek to work with others in the not for profit sector – and we hope increasingly across sectors – in order to achieve greater depth and breadth of impact with our limited resources. We believe that improved organisational capacity, greater ability to innovate and to work collaboratively and across silos – will provide an “enabling environment” in which the individuals, organisations and sector we work with can more easily tackle the complex social problems we face.

Achievements (to which our support has contributed)

› Fostering social innovation
• We have supported SIX to become an independent organisation guided by a Global Council of organisations that represent the network internationally. SIX continued to run a busy programme of events during 2013, including its 6th annual Summer School, held in Seoul; carried out significant further work at EU level and supported its increasingly active regional nodes which, besides Social Innovation Europe, now include SIX Asia, SIX Australia and SIX Nordic.
• To strengthen civil society’s capacity to take ownership of and manage assets and services we supported “It’s Our Community”. The project aims to disseminate best practice from grassroots community-led innovations that respond to local need and tackle key issues across Europe. It provides a bridge between local projects and opportunities and policies emerging at national and EU level.
• Lessons from social innovations in different sectors helped Shared Assets to explore how community and social enterprise environmental management can develop and scale sustainably.

> **Building connections across sectors**

We helped found Collaborate at London South Bank University which, through a developing programme of research, thought leadership, debates and events, is beginning to shed light on a range of important issues including different approaches to managing risk across public service collaborations, the impact of career pathways across sectors and the potential of the “Public Services (Social Value) Act” in leading to a more outcomes focused model of public service commissioning and practice.

> **Strengthening philanthropic practice**

• We supported the Association of Charitable Foundations (ACF) to increase its capacity to promote members’ interests and build a greater understanding among policy makers of the role of charitable trusts and foundations.
• We supported and contributed to New Philanthropy Capital’s influential “Inspiring Impact” coalition, which aims to transform the UK social sector over ten years by embedding impact measurement as routine practice. A key objective is to encourage funders, commissioners and investors to adopt an impact approach. We have actively participated in this through the Funders for Impact forum and by adopting the coalition’s “Funders’ principles and drivers of good impact practice” blueprint.
• We have continued to work with the Centre for Social Justice to develop a voluntary sector volume in “Breakthrough Britain II” of which the interim “state of the nation” report has now been launched highlighting the key future challenges and opportunities for the VCS.
Total receipts:

- Operating costs: 89,493
- Personnel costs: 359,197
- Departmental initiatives: 555,473
- Subsidies and grants: 1,416,305

Total: 2,420,468

Receipts: 350,440
Gulbenkian Development Aid Programme

In 2012, the Gulbenkian Development Aid Programme (PGAD) completed ten years of activity, and, at that time, in view of the new phase envisaged in the discussion of the global development agenda over forthcoming years and its implications for the reshaping of partnership models between the different actors in the development process, the intervention priorities of the PGAD were completely reformulated for the new period of programming in 2013-2017.

This new five-year programming cycle began in 2013. Its main aim is to help strengthen the capacities of people and organisations from the Portuguese-speaking (PALOP) countries and East Timor, with the priority areas of intervention being education, health (including research) and art.

Since January 2014 this programme was renamed Gulbenkian Parternships for Development Programme.
As the first year of this new cycle of intervention on the part of the Foundation, 2013 was spent consolidating ongoing activities and designing new projects to overcome the barriers to economic and social development in partner countries, taking into consideration the importance of strengthening the institutions operating in the areas of art, education and health.

The PGAD’s intervention in these areas, which is characterised by its flexibility and its capacity to bring together the skills of the different actors involved, continued to demonstrate the programme’s adherence to the principles of efficacy and its harmonisation and alignment with the development priorities of the partner countries.

### Strengthening capacities and skills

**Promotion and qualification of artistic creation**

The following important initiatives were undertaken in this field:

- Organisation of the “Temporary Occupations” exhibition in the city of Mindelo, Cape Verde. Dedicated to the theme of “Foreigners”, this exhibition took place in March and benefited from the participation of the artists Abrão Vicente, Bento Oliveira, Diogo Bento (in partnership with the Oficina de Utopias collective), Nenass Almeida and Nuno Pina. Works by Rui Tenreiro (Mozambique) and Paulo Kapela (Angola) were also displayed, linking this exhibition with previous editions of this project.

- Support for the organisation of internships in Portugal, at the request of the Ministry of Culture of Cape Verde, for two members of the executive board of the Cape Verde National Orchestra, in collaboration with the Next Future Programme and the Gulbenkian Foundation’s Music Department.

- Mention should also be made of the support given to the Cine Clube do Mindelo, in Cape Verde, for the “Cinema in Schools” project that is designed to broaden the cinematic culture of secondary school students.

- Support for CulturArte – Mozambican Centre of Development for the Performing Arts, and in particular contemporary dance – with support being given to the “Pamoja” project, a network that joins together CulturArte, the Kabako Studios in Kinshasa, Democratic Republic of the Congo, and the “1er Temps” Association in Dakar, Senegal, whose aim is to develop platforms in which African artists can create works and exhibit them in the continent of Africa.

- Support for the participation of two artists, one from Angola and one from Mozambique, in the “Offline-Entre Trânsitos e Viagens” (“Offline - Between Transits and Journeys”) workshop, held from 24 November to 8 December 2013 and promoted by the Xerem Cultural Association of the Triangle Network.

- Support for the creation of a section of specialised publications in art, with a strong African component, at the library of the Portuguese Cultural Centre (CCP) of the Portuguese Embassy in Maputo, Mozambique, with technical assistance being provided by the Art Library. With the implementation of this project, which will continue until the end of 2015, the aim is to ensure that the CCP library collection will become an important benchmark in the field of local artistic creation.

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→ Master’s Degree in Tourism, ESHTI/UEM, Mozambique.
Institutional capacity building for education systems

Support for higher education and postgraduate research

With the primary aim of helping to strengthen higher education institutions and improving their overall quality, particularly in the creation and consolidation of advanced training programmes, we would like to highlight the following support initiatives:

› Completion of the 2nd Support Framework Programme for Eduardo Mondlane University (UEM), in Mozambique, with the primary aim of improving the quality of teaching in some fields of knowledge that are considered important for the development of that country, namely: i) Portuguese Language Teaching and Learning; ii) Tourism and Hospitality Studies; iii) Distance Learning. Under the scope of this programme:
  • The first Master’s Degree Programme in Teaching Portuguese as a Second Language came to an end. This course had been taught under a b-learning regime by the Faculty of Letters of the University of Coimbra.
  • The first edition of the Advanced Training and Master’s Degree in Tourism Course (2nd Cycle) – Strategic Management of Tourist Destinations – was continued at Inhambane Higher Institute for Tourism and Hotel Studies (ESHTI), with support from the Estoril Higher Institute for Tourism and Hotel Studies (ESHTE). This course will run until 2015.
  › At the end of 2013, approval was also given for the support that is to be provided for the organisation of the first Master’s Degree in Actuarial Science and for the Equipment of ICT Rooms, at the Faculty of Economics of UEM, which will benefit from the technical and pedagogical collaboration of ISEG – Higher Institute of Business and Management of the University of Lisbon.
  › Also in Mozambique, and with the aim of helping to improve the quality of the education system, support continued to be given to the project for the “Advanced Training of Teaching Staff at the Pedagogical University of Mozambique (UPM)”. This project will continue through to 2015 in association with the University of Minho, involving the award of scholarships for 15 advanced training internships for members of the upm teaching staff who are currently taking PhD courses.
  › Support was given to the Mozambique National Institute for Distance Learning (INED) for the implementation of the system for the accreditati-
tion and quality assurance of Distance Learning in Mozambique. With this project, which will continue through to 2015, the aim is to train 45 collaborators, monitor the accreditation processes, with the technical assistance of the University of Aveiro.

The project to support the capacity building of the Mozambique Institute of Health Sciences (ISCISA) was continued, through the allocation of technical assistance, which made it possible to set up a unit for the management and control of ISCISA’s external funds, in order to grant this institute greater autonomy and to increase its capacity for capturing and managing external funding for the development of its activities. Support was also continued for the classes in the undergraduate course in Nutrition by teaching staff from the Lisbon Higher School of Health Technology (ESTeSL).

The Foundation continued its collaboration with the University of Cape Verde by providing support for the following projects:

- the first edition of the Master’s Degree Course in Education, with a specialisation in ICT – Information and Communication Technologies, in partnership with the University of Lisbon’s Institute of Education, aimed at professionals from the education and training sector;
- the fourth edition of the Master’s Degree Course in Science and Geographical Information Systems, in association with the Higher Institute of Statistics and Information Management of the New University of Lisbon;
- the first edition of the Master’s Degree Course in the Teaching of Portuguese as a Second Language, beginning in October 2013. The course is being taught to 15 secondary school teachers and is designed to contribute towards the development of the descriptive and didactic study of Cape Verdean and Portuguese and the relationship between these two languages;
- continuation of the support given to the project “Cultural Heritage and Education in Cape Verde”; support for the travel expenses of the visits to Cape Verde by Teresa Barata Salgueiro, Jorge Gaspar and Ilídio do Amaral to participate in the conference cycle “The City and Globalisation: Perspectives from the Global South”, organised by the University of Cape Verde.

As far as Angola is concerned, initial support was given to the first course of the Master’s Degree Course in Applied Microbiology at Agostinho Neto University, in Luanda, in partnership with the Faculty of Science of the University of Lisbon, which will take place between 2013 and 2015. Agreement was also reached to provide support for the first PhD course in Public Health at the Faculty of Medicine of Agostinho Neto University, to be held in partnership with the Institute of Public Health of the University of Porto.

“ForSA – Health Training in East Timor” Support continued to be provided for the training of human resources working in the field of health in East Timor, supervised by the Faculty of Medicine and Health Sciences (FMCS) of the National University of East Timor. Technical consultants participated in the organisation of the teaching programmes of the first degree courses in Pharmacy, Laboratory Analyses, and Nutrition and Dietetics at this faculty, which continued to enjoy the support of the ESTeSL. They also taught the subject of Epidemiology in the Nursing and Midwifery courses. The coordinators of the three courses involved in this scheme were given month-long training courses at ESTeSL.
Support for non-higher education
The project entitled “Institutional and Qualitative Strengthening of Primary Education – São Tomé and Príncipe” is being implemented under the terms of a protocol signed between the Ministry of Education, Culture and Training of São Tomé and Príncipe (MECF) and the Calouste Gulbenkian Foundation.

The Foundation’s support, which will be continued until 2015, is intended to achieve three fundamental objectives: strengthening the capacity of the Directorate of Planning and Educational Innovation (DPIE) and the Teacher Training School (EFOPE) by providing face-to-face training sessions together with the production of pedagogical and educational materials; preparing teaching materials for the initial and continuing training of teachers and the managerial staff of primary schools; and providing documentary support in diversified formats to the EFOPE Resource Centre and the Água Grande Resource Centre.

The fieldwork began in 2013 with the holding of an extension course in educational planning designed to improve the skills of managerial staff and senior technicians and build the capacities of the respective services. Activities were also introduced at the level of primary education with the aim of producing teaching materials for the initial and continuing training of teachers and school directors, as well as for the development of resource centres, with the technical assistance of the Santarém Higher School of Education. The teaching materials will be tested and assessed throughout 2014 with a view to their subsequent validation.

Funding was also given to the “Without Barriers” project, which is designed to contribute to an improvement in the quality of life of the deaf community in São Tomé and Príncipe, by intervening in the prevention and fight against deafness and the isolation of those suffering from hearing impairments. This project envisages the creation of a São Tomé sign language, with the implementation of a sign language alphabet and a visual dictionary, and the provision of support to that country’s Ministry of Education in order to incorporate the São Tomé sign language into the curriculum of special education, as well as to integrate universal hearing screening for newborn children, audio-phonological screening and cognitive screening for children marked as deaf, into the National Health Plan.

The project “Support for the Institutional Consolidation of the Vítor Sá Machado Institute of Health Science” in São Tomé and Principe, which had begun in 2005, came to an end with the acquisition of teaching materials.

The “Speak Portuguese – Curricular Restructuring of General Secondary Education in East Timor” project, which had begun in 2010, was completed, with the handing of the textbooks for 12th-year students to the Ministry of Education of East Timor. The project had enjoyed the financial support of the Portuguese Language Fund, in addition to the financial contributions provided by the Gulbenkian Foundation and the Ministry of Education of East Timor and the technical assistance provided by the University of Aveiro. This project was developed in accordance with two complementary lines of action:
support for the overall design of the curriculum for general secondary education and the preparation of a block of pedagogical materials and facilities to support its implementation. Overall, this involved the preparation of 42 programmes for the 14 subjects that make up the three-year curriculum, 42 textbooks for students and 42 guides for the teachers of these subjects, as well as the technical design necessary for the printing of these materials. This project has ensured that, for the first time, East Timor is able to deploy educational materials specifically designed for this level of education. It has also helped to improve the proficiency of the Timorese teachers in the Portuguese language and strengthen their didactic and pedagogical skills.

In Mozambique, support was given to the project “The Library-School Link: Training of Trainers for the Promotion of Socio-Cultural Initiatives at Provincial Public Libraries”, of the Portuguese Language Bibliographical Fund, whose main aim is to encourage the development of reading habits among children and young people, in order to overcome the lack of reading practices in extracurricular contexts; namely through the holding of the second training workshop and the acquisition of a children’s library.

**Building the capacity of health units**

In 2013, the first year of the new period of programming, the PGAD’S strategy for intervention in the health area maintained its focus on providing healthcare services in Portuguese-speaking African countries and East Timor. Its particular concern was in providing support for projects designed to improve the quality of maternal-infant healthcare services and in distinguishing benchmark services that respond to the changing epidemiological profiles.

In Angola, support continued to be given to the multi-year “FORVIDA – Training for Life” project, which is based on a partnership between the Faith and Cooperation Foundation (FEC) and the Cáritas de Angola charity and has the following objectives: to improve the technical competences of health professionals, in an initial phase, in the dioceses/provinces of Benguela, Bié, Huambo and Luanda; and to strengthen coordination between the public health sub-systems run by the state and those run by the Catholic Church in Angola.

Support continued to be given to the project “Health for All: Integrated Programme 2012-2015” in São Tomé and Príncipe, promoted by the IMVF and the Ministry of Health and Social Affairs of São Tomé and Príncipe.

Efforts continued to be made to strengthen the capacity for early diagnosis of breast cancer. A mammography scanner was acquired for the Agostinho Neto Hospital in Cape Verde and, with the support of Siemens, training has been given to the technical staff that use the scanner at different hospital units across the country and in Cidade da Praia, in particular.

As far as Guinea-Bissau was concerned, the Gulbenkian Foundation supported the implementation of the “Integrated Programme for the Reduction of Child and Maternal Mortality Rates”, coordinated by the European Union, through the co-funding of two projects set to be undertaken by Portuguese NGDOS: Tabanka ku Saudi, which is due to be implemented in the regions of Cacheu and Biombo, coordinated by vida; and “Component for Reinforcing the Availability and Quality of Maternal-Infant Healthcare in the regions of Cacheu, Biombo, Oio and Farim”, coordinated by the Marquês de Valle Flor Institute (IMVF).

In Mozambique, work began on implementing the project “Integrated Attention to the Cancer Patient – Strengthening the Institutional Capacity of the Maputo Central Hospital”, which is set to be held in the period 2013-2016, with the support of Cooperação Portuguesa, the BCP Foundation and Millennium BIM. The aim of this project is to contribute to improving the integrated healthcare provided to cancer patients at the Maputo Central Hospital, by improving the screening, diagnosis, treatment and recording of oncological diseases. This project directly involves seven departments of the Maputo Central Hospital that have established relations for technical and clinical collaboration with Portuguese institutions such as the Institute of Pathology and Molecular Immunology of the University of Porto (IPATIMUP), the São João Hospital Centre, the Institute of Public Health of the University of Porto, the Pedro Hispano Hospital and the Garcia de Orta Hospital.
Tomé and Príncipe, with the support of Cooperação Portuguesa. Its aim is to consolidate the country’s National Health System.

**Strengthening the skills of health professionals**

As a result of the positive evaluation given by the Institute of Hygiene and Tropical Medicine of the New University of Lisbon (IHMT – UNL) in its assessment report on the two previous editions of the competitive application process for the award of scholarships for short-term internships in Portugal for healthcare professionals from the PALOP countries and East Timor, it was decided that the third edition should be launched, giving special attention to hospital care and treatment. As a result, 18 scholarships were approved for 11 doctors and seven nurses, who will undertake their two or three-month internships in Portugal during the first quarter of 2014.

Under the scope of the cooperation schemes developed by IHMT – UNL with the PALOP countries, with the support of the Gulbenkian Foundation, namely the holding of short-term internships for health technicians from these countries, support was also given to the organisation of internships in Portuguese hospitals for the two trainees (a doctor and a nurse) receiving the highest classifications in the management course for clinical directors, chief nurses and other hospital management staff.

The “FordILAB TB Training in the Laboratory Diagnosis of Tuberculosis” project, which had begun in 2011, was completed. It had enjoyed the technical collaboration of IHMT and the Dr. Ricardo Jorge National Health Institute, with co-funding provided by the Health Sector Fund of the Community of Portuguese-speaking Countries (CPLP). In 2013, five trainees from this initiative took part in the level II workshop on the “Incorporation of New Technologies for the Control of Tuberculosis”, held in Maputo, while the last edition of the level I (advanced) course in tuberculosis and mycobacteriology, attended by nine technicians, took place in Portugal, as well as the month-long level II (specialised) course in laboratory diagnosis, attended by five trainees.
Creation of the Health Research Centre in Angola

The Calouste Gulbenkian Foundation is a partner in the project for the “Creation of a Health Research Centre in Angola (CISA)”, based in the city of Caxito, in Bengo province, 60 kilometres from Luanda, Angola.

The CISA Project is the result of a partnership established in 2007 between the Angolan Ministry of Health, the Bengo Provincial Government, Camões – Institute for Cooperation and Language (CICL) and the Gulbenkian Foundation, and is designed to form the basis for setting up a health research centre located in Caxito, consequently serving as the catalyst for a series of complementary initiatives to be developed under the scope of improving both the health conditions of the local population and the level of operational research.

In November 2013, the new statutes were published of the Ministry of Health, article 34 of which created the “Health Research Centre in Angola” with a national scope.

The specific objectives established for the CISA project were:
- to improve the health conditions of the population living in the municipality of Dande, by strengthening the provision of health services;
- to create a research centre in Angola that will contribute towards solving the main health problems affecting the country and the region;
- to enhance the participation of Angola and Portugal in international research, focusing on the main diseases affecting developing countries.

The project was continued throughout 2013, from the point of view of consolidating and strengthening the results obtained, most notably the following activities:
- Two rounds were held for the updating of the Demographic Surveillance System, covering more than 15,500 households in 69 neighbourhoods in three counties of the Dande municipality - Úcua, Mabubas and Caxito; work was continued on the Verbal Autopsy System and the Morbidity Surveillance System at Bengo General Hospital.
- Three studies were completed: “Assessment of the Impact of the Training of Health Technicians on
Improving the Quality of the Laboratory Diagnosis of Malaria”; “Intervention Study on the Control of Schistosomiasis in Children in the Municipality of Dande”; and “Study of the Causal Agents of Diarrhoea in Children under the Age of Five Treated at Bengo General Hospital (Angola)”; two new studies were also launched: “Cardiovascular Risk Factors in an Adult Population in Bengo Province”, in collaboration with the Institute of Public Health of the University of Porto and “Transmission of Schistosomiasis in Angola: Malacological Studies and the Molecular Characterisation of Important Species of Molluscs”, in collaboration with the Natural History Museum in London and the National Programme of Neglected Tropical Diseases of the Angolan Ministry of Health.

› Training actions were undertaken in various fields (being of a laboratorial and clinical nature at the Bengo General Hospital and the Bengo Medium-Level Health Institute), and a course was promoted on “Demographics in Health Research” in collaboration with the Faculty of Social and Human Sciences.

› Contacts were continued with both national and international researchers and institutions. More Angolans were involved in the different research areas, through the provision of financial support, research scholarships and grants for short-term internships and incentives for the taking of PhD degrees. Collaboration was consolidated with other Angolan institutions, namely universities and non-governmental organisations.

› Publication of four scientific research articles and one opinion-based article about the CISA project in specialist journals.

› The CISA project was represented at four international conferences and two conferences held in Angola.
Support for scientific studies
In 2013, the project dedicated to research into the vaccination of children against rotavirus in São Tomé and Príncipe, run by IHMT – UNL, came to an end. The results of this study have contributed to decision-making about the introduction and appropriate choice of the vaccine to be implemented.

Participation in international partnerships
European Foundations Initiative for Neglected Tropical Diseases
The European Foundations Initiative for Neglected Tropical Diseases (which is promoted by five foundations, including the Gulbenkian Foundation) has made it possible to support 23 African researchers, by helping them to develop research projects in this field in their countries of origin. In 2013, five years after the launch of this initiative, it was decided that support should be continued until 2017, with the launch and consolidation of the African Research Network for Neglected Tropical Diseases (ARNTD), as well as the extension of some scholarships.

In partnership with the International Society for Neglected Tropical Diseases, the Gulbenkian Foundation organised the day-long conference entitled “Doenças Tropicais Negligenciadas nos PALOP/ Fighting NTDs in Portuguese-speaking African Countries”, which took place on 31 October and was attended by 160 participants. This conference served as a meeting point for the members of the scientific community working on the problems of neglected tropical diseases, with its four sessions being conducted by 18 lecturers who came from Portugal, the Portuguese-speaking African countries and European countries, and with eight papers being delivered by the international scientific community.

Under the scope of the protocol signed with the Eduardo dos Santos Foundation in Angola, at the end of 2011, four recently graduated Angolan students undertook two-month internships at some of the foremost research centres in Portugal, namely at the Institute of Hygiene and Tropical Medicine, the Gulbenkian Institute of Science, the Institute of Public Health of the University of Porto and IPATIMUP.

Civil society capacity-building
Promotion of social entrepreneurship
Social entrepreneurship in the Community of Portuguese-Speaking Countries (CPLP)
The project “Development of a Support Model for Social Entrepreneurship in the Community of Portuguese-Speaking Countries (CPLP)”, which has been running since 2012, promoted by the Institute of Social Entrepreneurship in partnership with the INSEAD Business School, is designed to strengthen the networks between innovators and social entrepreneurs in the Portuguese-speaking world, as well as to make it possible for there to be mutual learning between social innovators and creators originating from different economic and cultural backgrounds. During 2013, the good practices found were mapped, and intensive training was provided to some of the social entrepreneurs identified.
“Mais Valia” (“Added Value”) project
The phase established for the selection of the pool of volunteers to work on the “Mais Valia” (“Added Value”) project came to an end in 2013, and during the year two missions were organised with three volunteers, one in Angola and another in Mozambique. Preparations were also made, in conjunction with the host organisations, for the organisation of another five missions planned for the beginning of 2014. This pool of volunteers consists of more than 50 experienced and academically qualified professionals, aged over 55, who are available to undertake short-term missions in the PALOP countries, in keeping with the project’s logic of strengthening institutions and building the capacity of available resources – NGDOs and local institutions – while responding to already existing requests and projects.

Community-based processes for Development in Fragile States in Guinea-Bissau
This project, which had begun in 2011, reached its end in 2013. It had developed three main lines of action in the fight against intestinal parasitoses and Schistosomiasis: i) diagnosis and treatment, under the responsibility of the NGDO VIDA; ii) education, namely the capacity-building of school establishments through their educational agents and iii) media, namely by using the radio to inform and train the population in general, under the responsibility of FEC.

Improvement of food security
Food Security, Nutrition and Health
Support continued to be provided to the four multi-year projects approved in 2012, under the scope of the competitive application process “Food Security, Nutrition and Health”, with the fundamental aim of contributing towards the improvement of food security at the community level in the palop countries, and promoting an integrated approach that combines the components of agriculture, nutrition and health. These four projects were: “RUFARO – Integrated Project for the Reduction of Poverty in the Dondo Region”, Sofala province, Mozambique, submitted by FEC; “Promoting Food Security and Nutrition in the Municipality of Santa Cruz”, Cape Verde, submitted by the Health in Portuguese Association; “Food Security, Health and Nutrition in Quinara”, Guinea-Bissau, submitted by ACEP – Association for Cooperation between Peoples; and “Knowing, Producing and Feeding: Building the Capacity of Associations to Strengthen Food Security in the District of Matutuine”, Mozambique, submitted by VIDA.
Participation in international networks and partnerships

In partnership with the CPLP, the Gulbenkian Foundation promoted the international conference “The Future of the Global Development Agenda: Visions on the CPLP”, which was held on 17 October. This conference, which took place during a crucial phase in the international debate on the future of the global development agenda, sought to make a contribution to the discussion taking place on these global themes, with a special focus on the member states of the CPLP. Various themes were discussed, centred upon three main areas proposed for reflection: inclusive economic development; peace, security and fragility; and development financing. The conference was addressed by speakers from all the CPLP member states and recorded a high level of attendance throughout the day with roughly 400 participants from a wide range of different areas. It was also followed on the internet by the University of Cape Verde and the Catholic University of Luanda.

The Calouste Gulbenkian Foundation joined the Global Network of Foundations Working for Development (netfwd) promoted by the OECD Development Centre. This network is composed of foundations from different countries and has the following objectives: to contribute to a new way of thinking about development; and to encourage foundations to improve the impact of their projects and to strengthen their ties with other actors, in particular multilateral organisations. To this end, this network promotes the sharing of experiences and good practices between foundations, while also seeking to influence public policies, particularly those relating to the development agenda post-2015.

Support for Portuguese NGDOs

Mechanism to Support the Preparation of Cooperation Projects

2013 was the last year in the implementation of the Mechanism to Support the Preparation of Cooperation Projects, a pilot scheme that began in January 2011, and was promoted in partnership with the EDP Foundation, the Luso-American Foundation for Development and the Portugal-Africa Foundation, with the support of Camões – Institute for Cooperation and Language (CIUL). This scheme was designed to provide support for the preparation of applications for international funding from Portuguese NGDOs.

The Mechanism received 19 applications in 2013, six of which were given careful consideration and four of which were approved. The remaining applications will be decided upon in 2014. The protocol established in 2012 with CESA – Centre of African and Development Studies – of the Higher Institute of Economics and Management (ISEG) was continued. This protocol had been established for: i) the dissemination of available sources of international funding – and publication of a monthly newsletter; ii) supporting NGDOs in identifying the source of funding that is best suited to their profile; and iii) supporting the preparation of “electronic brochures” in English for the ngdos supported by this mechanism.

Together with this Mechanism, and following on from other activities undertaken in previous years, the Foundation supported the setting up of an Advanced Training Course in the Logistics of Development Aid Projects, in partnership with the University of Aveiro, which trained and prepared specialist technicians in this area and took place between April and September 2013.

Also under the scope of this mechanism, attention is drawn to the promotion of two meetings between NGDOs and the academic world/University Research Centres. The first of these meetings was a conference that discussed the theme “Working Together: International Funding, A Present-Day Imperative” and was attended by participants representing 89 separate entities; the second was the first meeting between the two working parties looking into the questions of i) Food Security/Agriculture/Rural Development and ii) Sustainable Development/Renewable Energies.
Support for NGDO capacity building
In this area, attention is drawn to the support given to strengthening the conditions for the development of the activities of the “House of Rights” project promoted by a consortium of non-governmental development organisations, namely ACEP – Association for Cooperation between Peoples and the Guinean League for Human Rights. Since December 2011, this “House of Rights” has been installed in the oldest colonial police station of Guinea-Bissau, which was made available to the Guinean League for Human Rights and has become a representative space for Portuguese and foreign civil society.

Support for publications
Finally, attention is drawn to the support given to the publication of the following works:
• Teatro na África Lusófona;
• Cabo Verde, de Uma Economia de Renda para Um Modelo de Economia Sustentável;
• Entre África e a Europa: Nação, Estado e Democracia em Cabo Verde;
• Roças de Cacau e Café de S. Tomé e Príncipe.
Gulbenkian Initiatives
Departmental initiatives
35 485

Operating costs
52 647

Subsidies and grants
245 774

Personnel costs
255 860

Total
589 766

AMOUNTS IN EUROS
Gulbenkian Oceans Initiative

The Gulbenkian Oceans Initiative was created in 2013, for a period of five years, just like the Foundation’s other programmes. Its mission is to promote the economic valuation of the services provided by marine and coastal ecosystems, as well as to contribute to the protection, conservation and good management of the oceans and the marine ecosystems. Its activity is centred in three areas – research, public perception and the promotion of new policies – with the general aim of increasing public and political understanding of the services provided by marine ecosystems as strategic assets for sustainable economic development and human well-being.
Support for scientific research

With the aim of strengthening scientific research into the economic valuation of the services provided by marine ecosystems and helping to create critical mass in this specific area in Portugal, the Calouste Gulbenkian Foundation decided to promote and support an interdisciplinary research project, bringing together the areas of economics and natural sciences. In this context, the terms of reference were established for the research project to be implemented in the next two years (2014 and 2015), in a pre-defined pilot area, and two pre-selected faculties of Economics from Portuguese universities were invited to submit proposals.

The proposal that was submitted was evaluated by an internationally recognised expert in this area, who considered the project that was presented to be highly relevant. The project will be jointly developed and implemented by the Nova School of Business and Economics of the New University of Lisbon and by the Centre for Environmental and Marine Studies of the University of Aveiro.

Support for scientific research was provided through the award of subsidies to the following projects:

› International conference “Good Governance for Sustainable Marine Development”, organised by the Draeger Foundation in collaboration with The Earth Institute, Columbia University, NY and The Cluster of Excellence – Future Ocean, which took place in Cascais from 3 to 5 June, 2013.

› “SIMBAD” (Selection at Sea to Reduce Discards) project, promoted by the Conseil Consultatif Régional pour les Eaux Occidentales Australes, which seeks to propose strategies for reducing the discards generated by fishing in the Bay of Biscay and in the waters of the Iberian Peninsula.

The Foundation submitted an application to the Fisheries Operational Programme (PROMAR), in partnership with the WWF’s Mediterranean Programme in Portugal, for an assessment of the potential of developing a fisheries co-management process along the Peniche-Nazaré axis (the pilot area for the research project that is currently being undertaken).

Increasing public perception

The public perception of different target audiences about the services provided by marine ecosystems in Portugal will be improved through a wide range of capacity-building activities, which, with the aim of increasing the dissemination of information about these ecosystems, will be launched or initiated on key dates related with the oceans (20 May – European Maritime Day; 31 May – Fisherman’s Day; 8 June – World Oceans Day; 27 September – World Maritime Day; 16 November – National Maritime Day).

A brochure was created and published about the Marine Ecosystem Services (MES), with the aim of explaining in simple terms what marine ecosystems are and what are the services that they provide, how human activities depend upon them, how these contribute to human well-being, how they contribute to human well-being and are affected by human activities, and how the absence of economic value in the case of MES affects the decisions related with their uses. This brochure was published in an English edition of one thousand copies, and a Portuguese version was also made available on the Foundation’s website, at www.gulbenkian.pt/oceanos.

In partnership with the Gulbenkian Education for Culture and Science Programme, a summer workshop was held – “The O2 I breathe from the sea” – during a week in July. This workshop, designed for children aged from 8 to 12, had the aim of developing skills among participants and increasing their knowledge about the role of oceans as a supplier of regulating services, namely as an important producer of oxygen.

This initiative’s Advisory Board is composed of five international experts in the area: Pavan Sukhdev (TEEB, Gist Advisory), Carlos Duarte (Oceans Institute, University of Western Australia; Laboratorio Internacional de Cambio Global, CSIC, Spain), Waddah Saab (DG Research, EC), Laurence Mee (Scottish Association of Marine Science) and Pushpam Kumar (UNEP). The board met for the first time on 27 September, when the initiative’s mission and strategy for the next five years were presented. This led to a very intense and highly participated discussion.
Consequently, a course entitled “Economics for Marine Conservation” was promoted, in collaboration with the New Economics Foundation, which was held at the Foundation, on 13, 14 and 15 November, 2013. Taking part in this course were roughly 25 collaborators and volunteers from the main Portuguese environmental non-governmental organisations that have undertaken work about the oceans, as well as from the Coastal Action Groups (GAC). Also taking part in the course were representatives of the Oceanarium, the Task Group for the Extension of the Portuguese Continental Shelf (EMEPC), and the WWF’s Mediterranean Programme in Portugal.

The aims of this training course were: i) to provide these professionals with knowledge about the economic valuation of marine ecosystem services, so that they can use this knowledge in their future activities and increase their impact at the level of policy making; ii) to enable a mutual exchange of knowledge between the professionals from these two types of organisations, in order to increase the possibilities of their forming partnerships together in the near future, which may receive financial backing from the Gulbenkian Oceans Initiative.

The main conclusions to be drawn from this training course and the session held for the identification of potential partnerships were as follows: the Portuguese environmental NGOs are already engaged in producing high-quality work in Portugal on the theme of the oceans. There are, however, structural barriers that prevent this work from having the significant impact that would be expected, namely its insufficient capacity (the work is undertaken, above all, by volunteers) and its lack of funding, as well as its limited possibilities for decision-making.
Promoting new policies

The main aim in the promotion of new policies is to mobilise individuals and institutions to incorporate the economic value of marine ecosystem services into their regular activities and decision-making processes.

These activities, which are initiated even before the scientific results of the research project are made available, will be developed in order to promote changes in decision-making processes at the local, national and European (EU) levels over the next five to ten years. Examples include, respectively, a review of the plans for the use of marine protected areas, the preparation and approval of Portuguese legislation on maritime spatial planning, and the revision of the European directive on Environmental Impact Assessment.

In June, a protocol was signed between the Directorate-General for Marine Policy (Direção-Geral de Política do Mar – DGPM), the Portuguese Institute for the Ocean and Atmosphere (Instituto Português do Mar e da Atmosfera – IPMA), the Task Group for the Extension of the Portuguese Continental Shelf and the Calouste Gulbenkian Foundation. Under the scope of this project, the terms were established for collaboration in implementing the initiative in the areas of research, capacity-building and influence.

In this starting year for the initiative, the team that is responsible for its implementation took part in a series of national and international meetings and conferences with the aim of giving the initiative visibility, establishing a network of contacts and sharing their mission and aims. At the national level, attention is drawn to the meetings held with the following institutions: IPMA, DGPM, EMEPC, INE, Oceanarium, Fórum Empresarial para a Economia do Mar, Oceano XXI, BCSDP Portugal, Ciência Viva, Nova School of Business and Economics, as well as a broad group of environmental NGOs.
During the year, regular contacts were maintained and deepened with the team from the Foundation’s Delegation in London responsible for the area of the Environment, which made it possible to broaden the network of contacts with other European foundations working in the area of the oceans, as well as to establish partnerships for future work.

Mention should also be made of the project team’s participation in various national and international scientific conferences, most notably the following ones:

- Conference “Oceans – Challenges and Opportunities”, Faculty of Engineering of the University of Porto;
- 6th Annual International ESP Conference, Bali, Indonesia;
- 3rd Meeting of the Consortium of the European Project “Sea for Society – Um Mar para a Sociedade”, Lisbon;
- MESMA Final Conference “Monitoring and evaluation of spatially managed areas”, Lisbon;
- IMPAC 3 – International Marine Protected Areas Congress, Marseille, France;
- Lisbon Atlantic Conference, Lisbon.
Departmental initiatives 58,305

Subsidies 5,000

Operating costs 309

Total 63,614

Amounts in Euros
Gulbenkian Cities Initiative

Created in 2013, the Cities Initiative has the mission of contributing to our understanding of the way in which the great challenges of modern-day civilisation are reflected in the characteristics, dynamics and transition processes of cities, considering that the global transformations to be noted in national spaces fundamentally impact on urban and metropolitan settings.

The activity of this initiative is centred on three areas: the creation of its own space for reflection, which involves the most important interest groups to be found in cities, at both a national and an international level; the development of a forward-looking vision based on the construction of scenarios that make it possible to identify in advance the strategic choices facing Portuguese cities (large urban metropolises and medium-sized cities); the production of knowledge and information to support the decisions taken by the various economic agents and by the agents of civil society operating in specific fields that arise from the exercise of scenario creation and that reflect the priorities of the different interest groups.
The role played by cities – and in particular metropolitan areas – in the adaptation and transformation of collective spaces (economic, political and social structures) and values (expectations, attitudes, behaviours) to the challenges of globalisation is a central theme in the European and world agenda, having become one of the most important topics of debate among European foundations.

This debate will also help in the construction of a more robust response, on the part of Portugal, to the objectives defined in the Europe 2020 Strategy, the Territorial Agenda 2020 and the Common Strategic Framework for the next Community Programming Period 2014-2020, as well as to the opportunities created by this new framework, giving suitable emphasis to the thematic priorities and improving the instruments established in those documents.

“North-west Global” Project

In the first year of the Gulbenkian Cities Initiative, the Calouste Gulbenkian Foundation decided to support the implementation of a project coordinated by João Ferrão and José Manuel Félix Ribeiro, entitled “North-west Global”.

The central aims of this project are:
• to identify the main trends and challenges facing the north-west macro-region;
• to construct shared visions and strategies that make it possible for the north-west macro-region to reposition itself in a sustained manner in the globalisation process;
• to identify initiatives and activities that will help the north-west macro-region to embark on a new growth cycle, reducing poverty levels and increasing social cohesion.

The Foundation invited the Universities of Aveiro, Minho and Porto (both the University of Porto and the Catholic University in Porto) to participate in the work necessary for the project’s start-up and to collaborate in the survey that was made of the scientific and technological potential existing at the respective universities.

The final version of the document relating to the prospective diagnosis was delivered at the end of 2013, having been widely discussed among the different economic and institutional agents of the north-west region, particularly by the four universities involved in the project, as well as by the four municipal councils of Aveiro, Braga, Guimarães and Porto. Once this phase had been completed, work began on the creation of a strategic platform, to be used as a space for reflection and for making proposals about the global repositioning of the North-west macro-region, with the aim of bringing about a return to growth, reducing poverty levels and fixing qualified human resources in the region.

It was therefore decided that the macro-region’s polytechnics should be involved, and these were invited to improve the information contained in the document about their Teaching and R&D activities. The mayors of Porto, Braga, Guimarães and Aveiro were also invited to collaborate in this project, namely by identifying possible areas for cooperation with universities, polytechnics and companies.

Participation in networks

As a member of the European Foundation Centre, the Foundation participates in the common initiative led by international foundations about the future of cities – the “Funders’ Forum on Sustainable Cities”.

This Forum seeks to promote the role of philanthropic institutions in the context of cities, having as its aim to develop a collaborative network that will allow for reflection and the presentation of innovative projects enabling foundations to support the efforts being made for an inclusive and sustainable growth, reducing urban poverty and strengthening governance and the participation of citizens in local decision-making processes.

Represented by Rui Gonçalves, the Foundation took part in the first conference organised by the “Funders’ Forum on Sustainable Cities”, which took place in Brussels from 12 to 13 November, on the theme of “Building Inclusive and Resilient Cities: What Role for Foundations?”
Gulbenkian Knowledge Initiative

This initiative, which was launched in 2013, is designed to contribute to the preparation of a future programme on knowledge and innovation with the aim of overcoming the barriers existing between the research produced at universities and research centres and its knowledge in the business sector.

This situation has given rise to the need to create an agenda for “translation” (i.e., for the mobility of people — researchers and the product of their activity — the new knowledge) to the sphere of wealth creation, which, in the final analysis, can be described as “scientifically based entrepreneurship”.

In 2013, the Foundation promoted a series of meetings, involving different participants interested in this topic, to debate the following issues: identifying current bottlenecks; discussing the mechanisms best suited to an intervention by the Foundation in this field.

As a result of the reflections that were proffered and the various discussions that were held, a diagnosis was made of the situation currently existing at the level of enterprises and universities.

The Foundation therefore decided to engage in a series of activities that could help to promote a closer collaboration between universities/researchers and enterprises/entrepreneurs, linked together as follows:

- The creation of a forum for discussion and learning, to which all the centres and clusters of competitiveness existing in Portugal and all the Portuguese universities and polytechnics will be invited. This will help to break down the existing barriers; one of the objectives of this forum will be to implement a platform organised by clusters where the emerging needs of enterprises will be explained and made available;
- The organisation, in conjunction with business schools, of training courses in the area of entrepreneurship aimed at PhD students researching in the different areas;
- The support of entrepreneurship initiatives at the level of secondary education (for example: entrepreneurship clubs; initiatives to demonstrate success stories; prizes and awards), as well as support for the holding of scientific job fairs.
Support Departments
Total
12 749 599

Investment
1 255 598

Receipts
306 014

AMOUNTS IN EUROS
Central Services Department

The Central Services Department is responsible for:

› the planning of resources, the logistical organisation of the different spaces and the operational management of all the activities undertaken at the Foundation, in accordance with criteria designed to ensure an optimisation not only of costs, but also of the conditions of the working environment, safety, security and the efficient use of energy;

› the management of the functioning of the Foundation’s indoor and outdoor areas, guaranteeing their conservation, maintenance and security;

› the implementation of the programme of investments in projects and building works, required in the renovation of the Foundation’s premises, installations and technologies;

› the promotion and dissemination of the Foundation’s activities by managing the sales of its publications and merchandising and coordinating advertising campaigns;

› the coordination of the educational activities taking place in the Garden under the scope of the Gulbenkian Education for Culture and Science Programme;

› the management of the Quality Certification Project.
Development of the gardens

New Gonçalo Ribeiro Telles Interpretation Centre
The Gonçalo Ribeiro Telles Interpretation Centre in the Gulbenkian Garden was opened on 19 July. This is a multimedia space that forms part of the architectural project designed by Teresa Nunes da Ponte, which also includes a restaurant, an ice-cream parlour and an outdoor terrace with room for 60 customers.

This new centre enables the public to understand how the Gulbenkian Garden, designed by Ribeiro Telles and António Viana Barreto, was conceived of, using audiovisual media to show aspects that normally remain largely unseen.

Visitors can experience a variety of environments in the form of different video walls: one of the walls in the main room is made of glass and functions as a natural screen, in keeping with a proposal that was inspired upon the “Ten Commandments” that Ribeiro Telles laid down for the creation of a garden and that have been transformed here into “Ten Steps”.

New outdoor terrace at the Modern Art Centre
As part of the thirtieth anniversary commemorations of the Modern Art Centre, the CAM café terrace was opened. This will provide the public with a better welcome and enable greater interaction between this building and the Garden, as well as the Open-Air Amphitheatre.

Educational project
The “Living the Gulbenkian Garden” project, which was included in the Gulbenkian Programme of Education for Culture and Science, strengthened its supply of activities – guided visits, courses and workshops. These activities promoted the Gulbenkian gardens and made them better known to the general public, stimulating an interest among visitors in questions related to nature, the environment and sustainability.

Included in this project was the launch of the campaign entitled “The Birds of the Gulbenkian Garden: a natural asset”, which is designed to enhance the value of the birdlife of the Foundation’s Garden, turning the park into a space where this can be enjoyed, but also promoting birds as a privileged vehicle for education and information activities in the fields of biological and environmental sciences.

Renovation and improvement of accessibilities

A Foundation more accessible for all – “Selo Acesso” (“Access Seal”)
On 11 November 2013, the Calouste Gulbenkian Foundation received the “Selo Acesso” (“Access Seal”) certificate from the Liga Foundation, an award that recognises the efforts made to create better conditions and improved accessibilities for those who have special needs.

The renovation and improvement of accessibilities, a process that the Foundation had initiated a decade ago, resulted in improvements being made to the public areas of the headquarters building, with the work being completed in 2013: access ramps, the lowering of some areas of the counters where the public are attended, improvement of the existing sign system, the introduction of tactile paving in certain areas and the indication in the auditoriums of special seats reserved for people with reduced mobility, as well as special spaces in the car park.
A small film was also produced showing the main improvements that had been made, and a guide was made available (also published in Braille) showing the accesses and circulation routes suggested for people with reduced mobility within the headquarters building.

In 2013, work was completed on the second phase of the project to improve accessibilities in the Garden, which includes the provision of alternative footpaths with the aim of ensuring inclusive and unrestricted circulation in this area for people with reduced mobility.

**Certification of the quality management system**

On 17 December 2013, besides renewing the certifications relating to the quality management system of the Museum and Art Library and its environmental certification, the Foundation obtained certification for the Modern Art Centre and the Foundation’s shops (at the headquarters building and the Museum).

The Central Services Department was responsible for the technical side of this project — its planning, coordination and management — as well as the interfaces with the Certification Body (SGS).

As far as the dissemination of the Foundation’s Quality Policy and its most important good practices are concerned, the Central Services Department, in conjunction with the Human Resources Department, organised and undertook a series of awareness-raising activities aimed at all of its collaborators. At the same time, support was given to the Communication Department in producing a film that was made available through the intranet.

**Organisation and support for events**

In view of the constraints imposed by the work involved in the refurbishment of the Grand Auditorium, the Orquestra Gulbenkian was forced to move to the Lisbon Higher School of Music, together with the Stage Management and Audio-visual teams. Consequently, 2013, especially after the second half of the year, was a particularly demanding time in terms of the planning of the technical and logistical support necessary for the realisation of rehearsals and shows programmed for different spaces outside the Foundation.

In 2013, the Central Services Department guaranteed the holding of 219 performances, attended by roughly 82,000 spectators, at the Foundation and at different venues outside the Foundation (Culturgest, Centro Cultural de Belém, Mosteiro dos Jerónimos, Igreja de São Roque, Teatro São Luís, Teatro do Bairro and Teatro Maria Matos), as well as supporting 243 events (congresses, conferences, lectures, meetings, workshops and other events), which brought around 37,000 participants to the Foundation.

Support was also given to the holding of 24 exhibitions promoted by the Foundation in 2013, visited by roughly 275,000 people.

**Promotion, dissemination and sales**

The Central Services Department supported the promotion and dissemination of the Foundation’s activities, guaranteeing the management of the coordination and purchase of advertising space and reinforcing the formation of partnerships with the media.

It also promoted the management of the permanent ranges of merchandising products — Museum, Modern Art Centre, the range of Children’s products — as well as the merchandising products for the temporary exhibitions “The Ages of the Sea”, which began in 2012, “360° Science Discovered”, “The Splendour of Cities: The Route of the Tile” and “Under the Sign of Amadeo — A Century of Art”.

In 2013, the Gulbenkian Book Fair, the great sales event promoted by the Central Services Department, which cuts across all of the Foundation’s services and departments, brought to the Foundation roughly 10,000 people and, once again, presented a good opportunity for promoting and disseminating the Foundation’s publications and its activities among its various audiences.
Programme for the refurbishment of the Grand Auditorium

Beginning on 2 June 2013, and planned for completion at the beginning of 2014, the aim of this intervention was to improve the auditorium’s technical and safety aspects, as well as to improve the stage performance conditions and refurbish the various spaces, while improving the conditions for the reception of audiences.

The works involved the concert hall, the stage, the under stage area, the orchestra’s and choir’s rehearsal rooms, as well as the technical support areas, which have been equipped with new structures and infrastructures that are completely adapted to current European legislation in matters of security, quality and operationality.

The period established for the completion of this work was an extremely short one, given the project’s size. This called for meticulous planning of all the areas and phases of the intervention. The project team was coordinated by the architect Teresa Nunes da Ponte.

The complexity of the work led to the creation of a specific programme, within the Foundation’s organisational structure, dedicated to the refurbishment of the Grand Auditorium, as well as of a Monitoring Committee composed of Emílio Rui Vilar, Luís Valente de Oliveira and Ana Tostões.

The total cost of the work is estimated at €19 million. In 2013, roughly €16 million worth of work was carried out, representing an implementation rate of 99.7%, in relation to the amount established for this year.
Operating costs: 1,586,538
Personnel costs: 926,411
Total: 2,512,949
Investment: 534,316

AMOUNTS IN EUROS
Budget, Planning and Control Department

The mission of the Budget, Planning and Control Department (SOPC) is to ensure the technical preparation of the Budget and Plan of Activities and to implement the physical and financial monitoring of the approved activities by producing regular reports. The Department also manages the IT systems and the projects that are undertaken to reorganise working processes both in terms of procedures and IT infrastructures. In addition, the Department is also responsible for Internal Auditing within the Foundation.
Information systems

The main investment projects taking place in relation to the Information Systems area were the completion of the Strategic Plan for the Information Systems (PESI – Plano Estratégico para os Sistemas de Informação), the development of a new software application for the “Cidadania Ativa” Programme and the consolidation of the accounting system between the Foundation’s headquarters and the Gulbenkian Institute of Science (IGC).

**PESI**

The aim of the Strategic Plan for the Information Systems was to envisage the future in terms of the development of new technologies, fitting into this framework the Foundation’s investments and performance in the areas of information technology and the reorganisation of its management. The final report was completed in August 2013 and was under evaluation by the Board of Trustees at the end of the year.

**Accounting System linking the headquarters and the IGC**

The process of granting autonomy to the IGC called for important changes to be made at the level of the accounting system, while also necessitating the development of an IT interface that could link the two SAP applications and ensure that the Foundation’s Accounting Department had the information necessary for consolidating the accounts. Since the Institute does not have a legal personality, the information to be sent to the tax authorities must be centralised through the Accounting Department at the headquarters.

The IT interface used for transporting data came into operation in January 2013, with minor adjustments being made throughout the year. The procedures governing the accounting relationship between the headquarters and the IGC – which include the manual accounting movements that are not passed through the interface – were prepared throughout the year, but the final version has not yet been given definitive approval. Completion of this work and certification system are still pending.

**Cidadania Ativa – EEA Grants Programme**

The information system that supports all of the activities of the Cidadania Ativa Programme was implemented. This application is composed of various modules – most notably the website of the applicants, the website of the evaluators and the application’s central system where all of the processes are managed, and payments are processed.

Attention is also drawn to other IT projects, namely:

**SAP**

Software was updated with the latest support packages made available by the SAP application in the customary fashion, and the maintenance of the system’s evolution and correction was guaranteed. There were also a number of other important developments, namely:

› Implementation of legal requirements in the HR module, namely the payment of the holiday and Christmas subsidies in twelve instalments and the monthly statement of income for the A category.

› Implementation of legal requirements in the FI module, namely the COPE system (Report submitted to the Bank of Portugal) and the alterations to the new SAFT-PT system.

› Implementation of legal requirements in the MM/SD module, relating to the legal alterations to invoicing and transport documents (Decree-Law No. 198/2012).

› Implementation of the changes resulting from the revision of the Staff Regulations and the legislation on staff absences, particularly in order to adapt the Time Management Module to the new reality.

› Implementation of the payment of the meal subsidy in the form of luncheon vouchers.

**Box Office**

New functions were added to the online box office application. The website now has a new module for the sale of admission tickets to museums and exhibitions, as well as a multilingual support. The area of event filters was also remodelled.

**InArte**

Two projects were started. The first relates to the publication of a web module for disseminating the collection of the Calouste Gulbenkian Museum, while the second seeks to equip the Foundation
with a web version that can be accessed and used on mobile devices.

**Grants and scholarships**
A new website for evaluators was implemented, with new functions and a fresh design.

**Prototype for the Management of Programmes and Projects**
Various improvements were made, with attention being drawn to the creation of an interactive site for the Gulbenkian Human Development Programme and a system for automatically obtaining financial information and requisitions from the SAP software application.

**Management Information**
New reports were constructed and OLAP cubes were updated in order to improve the speed of access to information by users.

**Maintenance of Various Software Applications and Information Systems**
The already existing software applications were maintained, and support was given to their respective users. Various updates, customisations and parameterisations were made for these systems. Roughly 20 different information systems are currently installed.

**Systems and Infrastructure**
In the case of the infrastructure of the information systems – which covers 665 work stations and 56 servers – the server environment was updated. Equipment was updated to include the most recent processors, with a larger memory capacity and greater speed of communication with the network, so that applications can be supported properly, and meet the demand over over the next few years. The virtualisation system was also migrated to Microsoft HyperV, which currently provides the same technical level as the existing Vmware, thus reducing licensing costs. A new system of backups was also installed, with a larger capacity and greater speed in the recovery of data.

The capacity of the digital storage system was regularly increased, as a result of the growing requirements of the Foundation’s different departments and programmes.

The renewal of the Foundation’s computer hardware network involved 220 work stations this year. This alteration was urgent due to the obsolescence of equipment and the technical requirements that were needed for the most recent applications.

The “Voip – Voice Over Internet Protocol” project was introduced in conjunction with the Central Services Department and the “Grand Auditorium Refurbishment” Programme, with the aim of equipping the Foundation with a new and modern telephone system exchange that is capable of meeting current requirements of mobility, flexibility of operations and interconnection between applications. In the first phase of this project, only the area of the Grand Auditorium will be covered by this system.

A system of redundant internet connections was implemented. Together with the acquisition of fast reliable lines, planned for the beginning of 2014, this system is designed to guarantee greater reliability in access to the internet and greater speed in its use, making it possible for the Foundation to offer more services, such as remote connections for users, broadcasts of events in high definition, video-conferences and mobile communications.

This sector also collaborated in the new SAP-IGC interface project, the “Cidadania Ativa” Programme, Livestream and the “Grand Auditorium Refurbishment” Programme, keeping pace with the different technological requirements and creating new development tests and production environments. Work has also been undertaken on the installation of new client work stations. As far as the Refurbishment of the Grand Auditorium is concerned, attention is also drawn to the creation of a remote network at the Lisbon Higher School of Music, where the Orchestra’s support elements were located, with a connection to the Foundation for the use of various applications.

The outsourcing services provided by e-Chiron were monitored in order to guarantee that these are responding to the Foundation’s needs in its three main areas: system management, helpdesk service and computer hardware network. In keeping with the Foundation’s quality standards, the annual survey was carried out to ascertain the level of user satisfaction.
Organisation

The activities undertaken in the area of Organisation are centred on ensuring the efficiency of work procedures, developing possible interventions to improve processes, technology and the use of human resources. Such activities are characterised by an initial phase of analysis and proposal, followed by a second phase that involves the design and implementation of more efficient work procedures.

Several activities were undertaken were therefore undertaken both in response to requests and proactively at the Department’s own initiative, including the following:

i) Implementation of the following information systems:
   - Management of training and management of the curricula vitae of the Foundation’s employees for the Human Resources Department;
   - Management of the results of audits;
   - Management of sundry requests for support from the Gulbenkian Programmes: Partnerships for Development, Human Development and Innovation for Health;
   - Management of the results of the surveys conducted by the Education for Culture and Science Programme, the Art Library, the Calouste Gulbenkian Museum and the Modern Art Centre;
   - Gathering of support information for the network of former scholarship holders for the Gulbenkian Scholarships Department.

ii) Support for the creation and renewal of electronic web forms for the grants and scholarships offered by the Foundation’s different departments and programmes.

iii) Support for the implementation of the proposal for the organisation of place names in the InArte application for the Modern Art Centre.

iv) Conversion of current procedures in the format defined by the Quality Certification project, with the consequent creation of the necessary instructions.

v) Creation of procedures for the various needs identified (autonomy of the IGC, among others).

vi) Support for the Quality Certification project.

Internal Audit

The goal of Internal Auditing is to ensure that the Foundation’s norms and procedures are being met and to propose appropriate corrections and improvements. The following activities were carried out:

i) Internal audits undertaken by joint teams from the Budget, Planning and Control Department and the Accounting Department:
   - Checking the inventories of works of art belonging to the Calouste Gulbenkian Museum and the Modern Art Centre, based on a sample of 20% of the respective collections;
   - Checking the entries made in 2012 relating to the acquisitions and donations of works of art in the inventory of fixed assets of the Accounting Department and in InArte;

ii) Internal audits undertaken by joint teams from the Budget, Planning and Control Department and KPMG:
   - Purchasing Process;
   - Accounting of Inventories;
   - Cash Flow Management;
   - Accounts with Third Parties;
   - Certification of the Accounting System linking the headquarters and the IGC.

iii) Audits were also carried out in relation to the current expenditure commitments, which covered the following departments and programmes: Central Services Department, Music Department, Calouste Gulbenkian Museum, Communication Department, Gulbenkian Human Development Programme and Gulbenkian Development Aid Programme.

The financing costs borne by the SOPC essentially relate to interventions made in the areas of the IT Systems (€1.4 million), and External Audits and Actuarial Studies (€154,000).

As far as IT Systems are concerned, roughly 61% of the costs in this area correspond to the expenses incurred with the contracts for the upkeep and licensing of the software applications, and the contract for the management of the information systems. The remaining costs relate to development projects, (16%) and the renewal of the computer hardware system (23%).
Operating costs: 57,888
Departmental initiatives: 300,751
Personnel costs: 392,842

Total

751,481

Receipts

3,793

Newsletter: 146,918
Monthly Agenda: 37,244

Total publications

184,162

AMOUNTS IN EUROS
Communication Department

The Communication Department is responsible for publicising the activities of the Calouste Gulbenkian Foundation and actively managing the tools that contribute to the formation of the Foundation’s public image. Because of its transverse nature, the department supports all of the Foundation’s other departments and programmes in their external and internal communications, and acts as the mouthpiece of both the Foundation and the president.
External communication

The Communication Department guarantees the Foundation’s relations with the media, responding to its requests and arranging interviews, visits and press conferences, organised in accordance with the Foundation’s programming of events.

The Communication Department is also responsible for publicising the Foundation’s various activities and projects through the design and publication of a free monthly Newsletter with an average print run of 10,000 copies, and a bilingual agenda of events, published in a pocket-size format, with an average print run of 15,000 copies. In addition to this, it also designs and produces press advertisements, posters, invitations, pamphlets and catalogues that serve as a support for the dissemination of conferences, exhibitions, programmes and other types of events promoted by the Foundation.

Digital communication

Being responsible for maintaining the Foundation’s website www.gulbenkian.pt, the Communication Department produces and edits its content, ensuring its daily updating in Portuguese and English. It also publishes a fortnightly digital Newsletter, which is distributed to roughly 32,000 subscribers (up to December 2013).

The dissemination and promotion of the Foundation’s various events also involves their permanent publication in the social media: YouTube, Facebook, Twitter and Instagram, which in 2013 reached an audience of 360,000 followers.

The department also feeds the FCGulbenkian application for smartphones, both for Android and Apple systems.

In collaboration with the Central Services Department and the Budget, Planning and Control Department, it also guarantees the live broadcasting of Gulbenkian conferences online through the LiveStream platform.

www.gulbenkian.pt
Evolution of website visitors
**Internal communication**

The Communication Department is responsible for the daily distribution of online news clippings and a press review sent to the offices of the President and other members of the Board of Trustees.

The constant updating of the intranet “News” channel and the maintenance of the daily service of media and news clippings sent to all employees via e-mail are also part of the Communication Department’s responsibilities.

**Partnerships**

The Communication Department is responsible for maintaining the partnership with the “Parlamento Global” (“Global Parliament”) website, an initiative of SIC television, Rádio Renascença and the Expresso newspaper, with the aim of producing contents in the area of citizenship.
Economic and Financial Situation
financial
Economic and financial situation

Economic and financial situation, interest and inflation rates

In 2013, the growth in the world economy showed similar results to the previous year, after a long period characterised by weak growth rates.

The latest report published by the IMF, already in 2014, referred to a growth rate for the world economy of 3.0% in 2013 (as compared to 3.1% in 2012), with a growth rate of 1.3% (1.4% in 2012) in countries with developed economies and 4.7% (4.9% in 2012) in countries with emerging economies.

Economic growth was supported by synchronised expansionist monetary policies (including unconventional policies such as quantitative easing), applied by the central banks of the most important developed economies. The continuation of a policy of low interest rates was intended to increase investment in risk assets, accelerate economic growth and generate employment.

At the end of the year, the US Federal Reserve announced a slowing down of its monetary policy of quantitative easing, which resulted in a gradual decrease in the amount of acquisitions of financial assets, while simultaneously guaranteeing that the reference interest rate remained at minimum levels.

The European Central Bank (ECB) lowered its reference interest rate (with the last decrease taking place in November), not showing any imminent intention to reduce its support for growth.

2013 was also characterised by a recovery of the economies of Southern Europe. The financial support programmes (ECB, IMF and EU), a greater budgetary discipline and the introduction of structural reforms contributed towards greater confidence on the part of investors and to a fall in the interest rates of the respective sovereign debt bonds.

Although the ECB and the Federal Reserve maintained reference interest rates at historically low levels, there was no evidence of inflationary pressures. The severe shrinkage in consumption and the social crisis (expressed above all in high unemployment rates), which resulted in an excess of supply over demand, the reduction in credit and the feeble growth rate of the economies, all served to reinforce this behaviour in terms of prices.

However, the low level of reference interest rates adopted by the ECB did not spread to the economy, since the banking sector (especially in Southern Europe) continued to impose credit restrictions, not only due to the higher capital ratios required by the respective regulatory authorities, but also due to the fragile financial structure of many companies. One of the greatest challenges faced by the Euro Zone is the creation of a solid banking union that will make it possible to overcome the constraints currently felt by non-financial companies in gaining access to credit.

The Bank of Japan continued to pursue its strategy of quantitative easing designed to foster economic growth and overcome that country’s long recent history of feeble or negative growth rates.

In 2013, the economies of the emerging countries were penalised by the lower demand in the developed markets due to the current economic crisis, and, in some cases, due to the significant fall in the prices of raw materials resulting from the fall in demand and the prospect of a reduced level of economic growth in the emerging economies themselves, namely in China.

The Federal Reserve’s announcement of its intention to reduce the intensity of its monetary policy of quantitative easing led to a reversal in the direction of capital flows, from the emerging markets to the developed markets, anticipating the higher returns that were associated with the expected recovery in these economies. The countries with emerging economies that had greater current account deficits and lower levels of foreign exchange reserves were forced to raise their interest rates, thus facing currency devaluations and inflation risks. The changes in direction of the monetary policies pursued in the developed countries may result in new currency crises in countries with emerging economies.
**Equity markets**

In 2013, the most important equity markets displayed rates of return in double figures, when valued both in the local currency and in euros. The performance of the emerging equity markets was much less favourable, being well below those levels.

<table>
<thead>
<tr>
<th>EQUITY INDEXES</th>
<th>PERFORMANCE 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LOCAL</td>
</tr>
<tr>
<td>MSCI World</td>
<td>26,3%</td>
</tr>
<tr>
<td>S&amp;P 500 (USA)</td>
<td>29,9%</td>
</tr>
<tr>
<td>MSCI Europe (Europe)</td>
<td>18,1%</td>
</tr>
<tr>
<td>Nikkei 225 (Japan)</td>
<td>56,7%</td>
</tr>
<tr>
<td>MSCI Emerging Markets</td>
<td>0,9%</td>
</tr>
</tbody>
</table>

The Japanese equity market recorded a rate of return of 56.7% in local currency (23.0% when converted into euros, reflecting the impact of the devaluation of the Yen), benefiting from the strong expansionist monetary policy implemented by the Bank of Japan.

The level of the returns provided by the US and European equity markets reflects the first signs of a recovery in the respective economies. Keeping the American interest rates at very low levels, despite the alterations that had meanwhile been announced in monetary policy, transmitted confidence to investors in the continued recovery of the US economy.

The returns of the emerging equity markets were much lower than those obtained in the developed markets (they were negative, when valued in euros, because of the effect of the devaluation of their currencies). Besides the impact of the monetary policies referred to in the previous section of this report, the demand conditions in the developed economies and the slowing down of growth rates in China make it necessary for local companies to concentrate their attention on their domestic markets, seeking to replace the exports that had led to growth in the past.

**Bond markets**

The main bond markets produced much lower rates of return than those obtained by the corresponding equity markets, highlighting investors’ preference for risk assets that had higher rates of return associated with them.

<table>
<thead>
<tr>
<th>BOND INDEXES</th>
<th>PERFORMANCE 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LOCAL</td>
</tr>
<tr>
<td>JP Morgan Global Government</td>
<td>-0,4%</td>
</tr>
<tr>
<td>USA – Government Bonds</td>
<td>-3,4%</td>
</tr>
<tr>
<td>Euro – Government Bonds</td>
<td>2,4%</td>
</tr>
<tr>
<td>Japan – Government Bonds</td>
<td>2,0%</td>
</tr>
</tbody>
</table>

The US bond market was penalised by the Federal Reserve’s decision to reduce its purchases of bonds on the market, anticipating the fear of an increase in the yield rates (and corresponding fall in prices) despite the guarantee being given that interest rates would be maintained at low levels.

The sovereign debt bond market of the Euro Zone benefited from the perception that there was a lower risk in the exposure of Southern European markets. The Japanese sovereign debt market reflected the aggressive quantitative easing measures that had been implemented by the Bank of Japan.

The positive rate of return of the Euro Zone sovereign debt bond markets is explained by the recovery of the sovereign debt bonds of the Southern European countries, especially in the second half of the year. These bonds provided high rates of return (some of which were in double figures) while the German sovereign debt bonds ended 2013 with negative rates of return. This behaviour can be explained by the assessment of a lower sovereign debt risk and by the positive effect of the structural reforms taking place in the countries on the European periphery and the favourable growth prospects in the Euro Zone.

The return on US government bonds was even lower than that of the German sovereign debt bonds. The bonds of the emerging markets were penalised by the major devaluation of their currencies, the increase in the level of inflation in some of these
countries, and the growing preference of investors for risk assets from developed countries.

In the sector of non-government debt bonds, the most notable feature was the high yield issues benefiting from the lower spreads. This more than compensated for the risks of default (which remained low in historical terms). The rate of return of corporate bonds was badly affected by the increase in interest rates, although it benefited from the lower spreads.

**Exchange rate market**

During 2013, the Euro rose by 4.2% compared to the Dollar and by 26.4% compared to the Yen. This evolution was largely explained by the difference in the monetary policies followed by their central banks.

With the flow of capital from the emerging markets to the developed markets, driven by the prospect of a sustained economic recovery in the developed countries, namely the USA, the currencies of some countries with emerging markets reflected the fragility of their respective public accounts and their less favourable prospects of growth, resulting in significant devaluations.

**Investment portfolio**

**Return of the investment portfolio, benchmark index and rate of return target**

In 2013, the Calouste Gulbenkian Foundation’s total investment portfolio generated a nominal return of 10.6%. The investment guidelines currently in force point to an annualised real rate of return (before the effect of Portuguese inflation) of 4.5% measured over an investment period of five years.

**Composition of the investment portfolio**

During 2013, and after the approval of the new Investment Policy Statement, the Investment Portfolio was restructured, moving from a composition based essentially on multi-asset portfolios with discretionary active management mandates, to a new composition based on the allocation of investments to funds specialising in certain classes of assets, subject to a management that is passive or almost passive in nature.

The new design of the Foundation’s Investment Portfolio means that the Foundation can now control the strategic allocation of assets and monitor the evolution of the portfolio’s performance more closely by manager and by class of asset.

The policy of foreign exchange protection, which previously was the responsibility of each manager (within the limits laid down in the investment guidelines), is now implemented through a single (currency overlay) programme defined in accordance with the guidelines established in the Investment Policy Statement.

The performance of the Investment Portfolio essentially benefited from its exposure to the equity markets of developed countries, and, during this year, it was penalised by its (more reduced) exposure to emerging equity and bond markets.

The portfolio of property and private equity funds held by the Foundation is not included in this Investment Portfolio.

**Distribution by principal asset classes**

The distribution of the portfolio by principal asset classes at 31 December 2013 was as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equities</td>
<td>52.4%</td>
</tr>
<tr>
<td>Bonds</td>
<td>32.2%</td>
</tr>
<tr>
<td>Liquidity</td>
<td>1.9%</td>
</tr>
<tr>
<td>Property funds, private equity funds and other investments</td>
<td>14.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
Market value of the investment portfolio
The total investment portfolio, valued at market prices and at its attributed fair value, amounted to €2,055 million in 2013 (as compared to €1,951 million in 2012).

Oil interests
The monthly averages of Brent spot oil prices fell by 3% in 2013, from USD 111.7 per barrel to USD 108.7 per barrel. During the year, the monthly prices varied between USD 116.3 per barrel (February) and USD 102.1 per barrel (April). After reaching its lowest price in April 2013, the price rose gradually, remaining close to USD 110 per barrel throughout the second half of the year.

The turnover of the Partex Group increased by 4%, despite the fall in the average price in 2013.

The consolidated profit amounted to USD 12,876,585, as compared with USD 100,146,728 in 2012.

The following factors made a decisive contribution to the fall in the annual profit:
• The payment to the shareholder of interest amounting to USD 31 million in 2013;
• The recognition of impairment losses of more than USD 36 million.
• Net exchange rate differences amounting to USD 25 million.

It should be remembered that the statement of income for 2012 will also include a non-recurring net profit of USD 25.8 million, relating to the transfer of an investment in renewable energies.

The consolidated net worth at 31 December 2013 amounted to USD 725,386,219, as compared with USD 775,886,854 at the end of 2012.

Investments in oil companies were revalued at fair value by an independent investment bank at 31 December 2013, in accordance with the international reporting standards currently in force. These investments were originally valued at fair value in 2001 and net present fair values have subsequently been recalculated at each year end to ensure that they remain reasonable and up-to-date.

In 2013, the activities in Oman, Abu Dhabi and Kazakhstan, as well as a small field in Brazil continue to be at the production phase. As expected, the group’s concessions in Angola, Portugal and the main block of operations in Brazil continued to be at an exploration stage, while the development plan was continued at the Dunga fields in Kazakhstan. The Abu Dhabi concession (ADCO) formally ended in January 2014.

The process of reorganising the Foundation’s oil and gas investments continued in 2013.
Budget implementation and the Foundation’s activities

In summary form, the Data relating to the Foundation’s Activities Budget and Plan, during 2013, demonstrate the following:

› The achievement of the targets for activities and the budget implementation were balanced in nature, not taking into account the expenses incurred with the refurbishment of the Grand Auditorium, which were only partially covered with the budget allocation. For this reason, the budget outcome exceeded the forecast amount by €7.4 million, with the remaining deviations being covered by the slack generated by the budget’s overall implementation.

› The Foundation’s activity was marked by a reduction mainly in its distribution activity (grants, scholarships and prizes), but also in its direct activities. In comparison with 2012, these changes represented falls of 13% and 2%, respectively. The distributive and direct activities complied with the respective threshold levels of the budget allocation.

› Personnel costs were slightly lower than budget, with a positive balance of around €253 thousand, and rose 1.4% when compared to 2012. This increase was due to year end bonus payments – without this factor, personnel costs would have fallen slightly.

At the end of 2013, the Foundation had 439 active employees and 37 employees working on fixed-term contracts, in addition to its nine trustees. The 37 employees working for the Gulbenkian Institute of Science should also be added to this number. In comparison with the previous year, there was a net increase of 16 workers. The situation of there being two more trustees serving on the board. In order to fill positions that were temporarily vacant. There were two more trustees on the Board by year end.

› The costs incurred with pensioners were slightly higher than forecast (resulting in a deficit of roughly €171 thousand), because of the bonuses awarded at year end, but they revealed a downturn in comparison with the previous year. At the end of 2013, the Foundation had 1,006 pensioners, or, in other words, 23 fewer than in 2012.

› Investment costs fell by 17% when compared with 2012, but still exceeded the budget made for this area.

› Operating costs increased by roughly 11%, in comparison with the previous year, exceeding the forecast amount by roughly €822 thousand.

› Income earned with activities fell in comparison with the previous year (12% lower), but still exceeded the budget by 8%. External contributions continued to be the most significant share of income, followed by the sale of tickets for concerts and performances.

› The Foundation’s cost structure did not show any notable changes in comparison with the previous year. The relative share of activities – grants, scholarships, prizes and own initiatives – was around 29%. Staff costs had a share of 27% and pensioners accounted for 16%. The remaining share of the Foundation’s cost structure (28%) corresponds to expenditure with operating costs and investments.

The analysis of the Foundation’s income and expenditure was made without taking into account the Gulbenkian Institute of Science, which now has the autonomy to render its accounts in its own bodies. However, the calculations relating to the Foundation’s statutory purposes and the division of costs between Portugal and abroad are an exception (they also include the Gulbenkian Institute of Science), in order not to distort the analysis of the global impact of the Foundation’s activity.
## Costs and Income

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td><strong>COSTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active personnel</td>
<td>30 460 582</td>
<td>30 042 175</td>
<td>418 407</td>
</tr>
<tr>
<td>Operating costs</td>
<td>10 919 550</td>
<td>9 885 052</td>
<td>1 034 498</td>
</tr>
<tr>
<td>Activities</td>
<td>32 523 706</td>
<td>35 423 368</td>
<td>-2 899 662</td>
</tr>
<tr>
<td>- Direct activities</td>
<td>15 179 829</td>
<td>15 464 651</td>
<td>-284 822</td>
</tr>
<tr>
<td>- Grants, scholarships, and prizes</td>
<td>17 343 877</td>
<td>19 958 717</td>
<td>-2 614 840</td>
</tr>
<tr>
<td>Management of the investment portfolio</td>
<td>1 415 583</td>
<td>540 244</td>
<td>875 339</td>
</tr>
<tr>
<td>- Custody</td>
<td>778 589</td>
<td>540 244</td>
<td>238 345</td>
</tr>
<tr>
<td>- Consultancy</td>
<td>636 994</td>
<td>0</td>
<td>636 994</td>
</tr>
<tr>
<td>Pensioners</td>
<td>17 447 949</td>
<td>18 704 632</td>
<td>-1 256 683</td>
</tr>
<tr>
<td><strong>Subtotal 1</strong></td>
<td>92 787 370</td>
<td>94 595 471</td>
<td>-1 828 101</td>
</tr>
<tr>
<td><strong>INCOME (-)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>5 012 178</td>
<td>5 685 009</td>
<td>-672 831</td>
</tr>
<tr>
<td><strong>OTHER COSTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange risks and unexpected events</td>
<td>5 904</td>
<td>400</td>
<td>5 504</td>
</tr>
<tr>
<td><strong>OTHER INCOME (-)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of the investment portfolio</td>
<td>546 769</td>
<td>0</td>
<td>546 769</td>
</tr>
<tr>
<td><strong>Subtotal 2</strong></td>
<td>87 214 327</td>
<td>88 910 862</td>
<td>-1 696 535</td>
</tr>
<tr>
<td>Investment</td>
<td>2 718 619</td>
<td>3 258 446</td>
<td>-539 827</td>
</tr>
<tr>
<td>Grand Auditorium</td>
<td>16 003 334</td>
<td>882 433</td>
<td>15 120 901</td>
</tr>
<tr>
<td>Total gross cost</td>
<td>111 495 227</td>
<td>98 736 750</td>
<td>12 758 477</td>
</tr>
<tr>
<td>Income (-)</td>
<td>5 558 947</td>
<td>5 685 009</td>
<td>-126 062</td>
</tr>
<tr>
<td><strong>Total net cost</strong></td>
<td>105 936 280</td>
<td>93 051 741</td>
<td>12 884 539</td>
</tr>
</tbody>
</table>
Statutory purposes remained stable, showing some slight changes in their distribution structure when compared to the previous year: Art – 38.5% (plus 0.8 percentage points), Charity – 13.2% (plus 0.1 percentage points), Science – 24.3% (plus 3.2 percentage points) and Education – 24.0% (minus 4.1 percentage points).

Division of costs between Portugal and overseas
As far as the Foundation’s activity in Portugal and at its branches abroad is concerned, the division of costs was 71% in Portugal and 29% overseas.

Distribution of common costs
After closure of the accounts, common costs — shared by the Central Services Department, Accounting Department, Finance and Investment Department, Communication Department and the Budget, Planning and Control Department, as well as some of the costs incurred with the Board of Trustees — were divided up amongst the other Departments and Programmes, in order to make it possible to assess the real cost of activities.

As a result of this new distribution, the costs of departments with permanent activities represented 70% of total costs, while the costs of Programmes and Initiatives, after redistribution, represented 28%.
Cidadania Ativa Programme
2013 was marked by the launch of a new intervention – the Cidadania Ativa – EEA Grants Programme, which is an instrument that supports Non-Governmental Organisations, funded by the European Economic Area Financial Mechanism (EEA Grants).

The management of this programme is the responsibility of the Calouste Gulbenkian Foundation, which was selected through a public competitive application process launched in 2012. The programme operate from 2013 to 2016, involving roughly €5.8 million, although the initial funds attributed are expected to be reinforced at a later date.

Projects funded by third parties
Besides the projects registered and implemented under the scope of the Foundation’s Budget, another project was carried out with the active participation of the Foundation, although partly funded by Camões – Instituto da Cooperação e da Língua: the installation of the Health Research Centre in Angola. The amounts raised for this project from outside the Foundation totalled roughly €539 thousand, to which were added the financial contributions made by the Foundation itself, amounting to a total investment of around €799 thousand, in 2013.

Active personnel
Active personnel staff movements during the year (taking into account the Gulbenkian Institute of Science) resulted in a net increase of 16 employees. This change was due to the increase in the number of employees working on fixed-term contracts, since the number of workers belonging to the Foundation’s permanent staff remained the same. In 2013, two new members filled the vacancies that were temporarily available on the Board of Trustees at the end of the previous year.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PERMANENT STAFF:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General employees</td>
<td>378</td>
<td>380</td>
<td>-2</td>
</tr>
<tr>
<td>Artistic employees</td>
<td>61</td>
<td>60</td>
<td>1</td>
</tr>
<tr>
<td>FIXED-TERM CONTRACTS:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General employees</td>
<td>32</td>
<td>24</td>
<td>8</td>
</tr>
<tr>
<td>Artistic employees</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL without IGC</td>
<td>476</td>
<td>469</td>
<td>7</td>
</tr>
<tr>
<td>Gulbenkian Institute of Science</td>
<td>37</td>
<td>28</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>513</td>
<td>497</td>
<td>16</td>
</tr>
<tr>
<td>Trustees</td>
<td>9</td>
<td>7</td>
<td>2</td>
</tr>
</tbody>
</table>

Pensioners
As far as pensioners are concerned, there was a net reduction of 23 pensioners. The category showing the largest decrease was that of people retiring due to old age or invalidity.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-retirements</td>
<td>51</td>
<td>53</td>
<td>-2</td>
</tr>
<tr>
<td>Early retirements</td>
<td>275</td>
<td>278</td>
<td>-3</td>
</tr>
<tr>
<td>Old age or disability pensions</td>
<td>471</td>
<td>483</td>
<td>-12</td>
</tr>
<tr>
<td>Survivors’ Pensioners</td>
<td>209</td>
<td>215</td>
<td>-6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1 006</td>
<td>1 029</td>
<td>-23</td>
</tr>
</tbody>
</table>
Foundation's activities in 2013

The Foundation’s activities take place in many different areas. The importance and variety of these activities and their impact in terms of the number of beneficiaries, the number of events and the financial support involved are clearly set out in the following tables, which do not include the Gulbenkian Institute of Science:

<table>
<thead>
<tr>
<th>GRANTS, SCHOLARSHIPS AND PRIZES</th>
<th>DIRECT COST</th>
<th>€</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>577</td>
<td>12 684 667</td>
</tr>
<tr>
<td>Scholarships</td>
<td>1 141</td>
<td>3 900 548</td>
</tr>
<tr>
<td>Prizes</td>
<td>3</td>
<td>310 000</td>
</tr>
<tr>
<td>Associated costs</td>
<td>-</td>
<td>893 528</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVES EVENTS</th>
<th>DIRECT COST</th>
<th>€</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibitions (inaugurated during the year)</td>
<td>30</td>
<td>2 369 602</td>
</tr>
<tr>
<td>Concerts (No. of sessions)</td>
<td>158</td>
<td>11 439 154</td>
</tr>
<tr>
<td>Film shows and other performances (No. of sessions)</td>
<td>90</td>
<td>455 433</td>
</tr>
<tr>
<td>Publications</td>
<td>91</td>
<td>1 604 472</td>
</tr>
<tr>
<td>Conferences, lectures and seminars</td>
<td>157</td>
<td>680 256</td>
</tr>
<tr>
<td>Educational activities</td>
<td>3 621</td>
<td>1 356 623</td>
</tr>
<tr>
<td>Training courses</td>
<td>8</td>
<td>70 305</td>
</tr>
<tr>
<td>Acquisition of works of art</td>
<td>16</td>
<td>602 788</td>
</tr>
<tr>
<td>Other initiatives</td>
<td>-</td>
<td>1 928 003</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERMANENT ACTIVITIES VISITORS/USERS</th>
<th>DIRECT COST</th>
<th>€</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calouste Gulbenkian Museum</td>
<td>203 042</td>
<td>2 899 282</td>
</tr>
<tr>
<td>Modern Art Centre</td>
<td>109 117</td>
<td>2 072 107</td>
</tr>
<tr>
<td>Art Library</td>
<td>3 814</td>
<td>2 186 088</td>
</tr>
<tr>
<td>Library of the Delegation in France</td>
<td>4 258</td>
<td>485 912</td>
</tr>
</tbody>
</table>

Beneficiaries and events

The impact of the activities developed by the Foundation over the last two years can be measured through the physical indicators shown below:

<table>
<thead>
<tr>
<th>BENEFICIARIES</th>
<th>2013</th>
<th>2012</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries of grants</td>
<td>577</td>
<td>718</td>
<td>-20</td>
</tr>
<tr>
<td>Scholarship holders</td>
<td>1 141</td>
<td>3 870</td>
<td>-71</td>
</tr>
<tr>
<td>Visitors to museums</td>
<td>312 159</td>
<td>321 376</td>
<td>-3</td>
</tr>
<tr>
<td>Visitors to temporary exhibitions</td>
<td>398 719</td>
<td>334 790</td>
<td>19</td>
</tr>
<tr>
<td>Attendance at concerts</td>
<td>116 623</td>
<td>141 138</td>
<td>-17</td>
</tr>
<tr>
<td>Attendance at film shows and other performances</td>
<td>25 566</td>
<td>24 730</td>
<td>3</td>
</tr>
<tr>
<td>Attendance at conferences, lectures and seminars</td>
<td>19 216</td>
<td>17 748</td>
<td>8</td>
</tr>
<tr>
<td>Participants in educational activities</td>
<td>71 603</td>
<td>82 905</td>
<td>-14</td>
</tr>
<tr>
<td>Readers/users of libraries</td>
<td>8 072</td>
<td>8 086</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EVENTS</th>
<th>2013</th>
<th>2012</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary exhibitions (inaugurated during the year)</td>
<td>30</td>
<td>33</td>
<td>-3</td>
</tr>
<tr>
<td>Concerts (No. of sessions)</td>
<td>158</td>
<td>170</td>
<td>-12</td>
</tr>
<tr>
<td>Film shows and other performances (No. of sessions)</td>
<td>90</td>
<td>89</td>
<td>1</td>
</tr>
<tr>
<td>Publications - Editions</td>
<td>91</td>
<td>96</td>
<td>-5</td>
</tr>
<tr>
<td>- Copies</td>
<td>100 092</td>
<td>87 423</td>
<td>12 669</td>
</tr>
<tr>
<td>Conferences, lectures and seminars</td>
<td>157</td>
<td>109</td>
<td>48</td>
</tr>
<tr>
<td>Educational activities</td>
<td>3 621</td>
<td>3 720</td>
<td>-99</td>
</tr>
<tr>
<td>Training courses</td>
<td>8</td>
<td>16</td>
<td>-8</td>
</tr>
<tr>
<td>Prizes</td>
<td>3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Acquisition of works of art</td>
<td>16</td>
<td>27</td>
<td>-11</td>
</tr>
</tbody>
</table>

Note: The numbers for 2012 have been adjusted (they do not take the Gulbenkian Institute of Science into account) in order to allow for a suitable comparison with 2013.

An analysis of the evolution of these indicators makes it possible to conclude that, in general, the impact of the activities developed by the Foundation in 2013 recorded minor changes in comparison with the previous year.

- The number of beneficiaries of grants and scholarships decreased. In the case of scholarships, the fall was quite sharp – which was due to the fact that the
Armenian Communities Department discontinued its programme of scholarships for schoolchildren (in 2012, the awards made in this area had involved 2,671 students).

- The number of visitors to the museums decreased slightly. This was due to the 6.5% reduction in the number of visitors to the Calouste Gulbenkian Museum, whereas the number of visitors to the Modern Art Centre increased by 5%. It should be noted that the number of admissions to the museums, mentioned in this report, relates to the number of people that came to these places to visit either the permanent or the temporary exhibitions.
- The total number of people attending concerts decreased due to the fact that there were fewer actual concerts held. This change was also due to the fact that the Grand Auditorium was closed for roughly half of the year, which meant that the concerts were held at other venues where the capacity was smaller.
- Attendance at film schools and other performances increased and the number of sessions held was similar to the previous year.
- Activity increased in terms of lectures and conferences: considerably more events were organised and, accordingly, the number of participants increased by 8%.
- Educational activities decreased slightly in terms of the number of events held and there was also a decrease in the number of participants.
- The Art Library showed slight reductions both in the number of readers and the number of titles consulted. However, at the library of the Foundation’s Delegation in France, these indicators showed small increases, but they did not rise as sharply as in the previous year, which corresponded to the beginning of activity at the new premises.
- As far as publishing activity is concerned, it should be noted that more copies were produced for roughly the same number of titles, or in other words there was an increase in the average number of print runs.
- The activity relating to the award of prizes remained stable, with three prizes being awarded.
- Investment in works of art almost doubled in value in comparison with 2012, even though fewer works were acquired.

Cost of activities

The following tables show the expenditure allocated to the Foundation’s various activities over the last two years:

<table>
<thead>
<tr>
<th>GRANTS, SCHOLARSHIPS AND PRIZES</th>
<th>2013 €</th>
<th>2012 €</th>
<th>CHANGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>12 684 667</td>
<td>13 279 464</td>
<td>-4</td>
</tr>
<tr>
<td>Scholarships</td>
<td>3 900 548</td>
<td>5 486 974</td>
<td>-29</td>
</tr>
<tr>
<td>Prizes</td>
<td>310 000</td>
<td>362 500</td>
<td>-14</td>
</tr>
<tr>
<td>Associated costs</td>
<td>893 528</td>
<td>1 668 256</td>
<td>-46</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>2013 €</th>
<th>2012 €</th>
<th>CHANGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibitions</td>
<td>2 369 602</td>
<td>2 680 600</td>
<td>-12</td>
</tr>
<tr>
<td>Concerts</td>
<td>11 439 154</td>
<td>11 667 162</td>
<td>-2</td>
</tr>
<tr>
<td>Film shows and other performances</td>
<td>455 433</td>
<td>440 386</td>
<td>3</td>
</tr>
<tr>
<td>Publications</td>
<td>1 604 472</td>
<td>1 697 730</td>
<td>-5</td>
</tr>
<tr>
<td>Conferences, lectures and seminars</td>
<td>680 256</td>
<td>468 842</td>
<td>45</td>
</tr>
<tr>
<td>Educational activities</td>
<td>1 356 623</td>
<td>1 287 677</td>
<td>5</td>
</tr>
<tr>
<td>Training courses</td>
<td>70 305</td>
<td>65 986</td>
<td>7</td>
</tr>
<tr>
<td>Acquisition of works of art</td>
<td>602 788</td>
<td>308 404</td>
<td>95</td>
</tr>
<tr>
<td>Other initiatives</td>
<td>1 928 003</td>
<td>2 167 095</td>
<td>-11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERMANENT ACTIVITIES</th>
<th>2013 €</th>
<th>2012 €</th>
<th>CHANGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calouste Gulbenkian Museum</td>
<td>2 899 282</td>
<td>2 885 121</td>
<td>0</td>
</tr>
<tr>
<td>Modern Art Centre</td>
<td>2 072 107</td>
<td>2 143 941</td>
<td>-3</td>
</tr>
<tr>
<td>Art Library</td>
<td>2 186 088</td>
<td>2 137 974</td>
<td>2</td>
</tr>
<tr>
<td>Library of the Delegation in France</td>
<td>485 912</td>
<td>536 336</td>
<td>-9</td>
</tr>
</tbody>
</table>

Note: The numbers for 2012 have been adjusted (they do not take the Gulbenkian Institute of Science into account) in order to allow for a suitable comparison with 2013.
Consolidated Financial Statements

2013 Financial Year

Introductory note
The Balance Sheet is presented in a different way from previous years, due to the alteration in IAS 19, and in accordance with IAS 8, as explained in section 2.1 of the Accounting Policies.

These changes are to be seen in the presentation of the values relating to “Employee benefits” and “Provisions for pension plans”, being linked to the recognition in the accounts of the actuarial deviations for the year. These are now recorded against Reserves, so that they are no longer accounted for through the so-called “corridor method”.

Thus, in order to be able to compare the financial year of 2013 with that of 2012, as required by these changes, the Balance Sheet presents the financial year of 2012 in two columns, representing the opening and closing of the year, showing the differences in the values of Reserves, the Capital Fund and Provisions, under Liabilities.

Analysis of the Consolidated Financial Statements

In 2013, the net equity represented by the capital fund amounted to €2,803.5 million, which represents an increase of €56.9 million (2.1%) compared to the previous year.

At 31 December, 2013, the Balance Sheet showed total assets of €3,207.4 million, which represented an increase of €75.7 million (2.4%) compared to the previous year. The following factors fundamentally contributed to this result:

› The financial investment portfolio – current financial assets and part of the non-current financial assets, as well as other treasury applications – amounting to €2,057 million, which represented an increase of roughly €99.3 million compared to 2012;
› The investments made in the energy sector – included in non-current financial assets, tangible and intangible fixed assets, advances and deferred tax assets – amounting to €809.8 million, representing a decrease of €115.4 million in comparison with the end of 2012 (this was fundamentally a consequence of the effect of the depreciation against the euro of the US dollar, which is the basic reference currency of these assets in the consolidation);
› Cash and liquid assets — Cash and cash equivalents — which showed an increase of €69 million, rising from €68.5 million in 2012 to €137.5 million in 2013;

The value of liabilities, which mainly consisted of the provisions for pension plans and the amount of the creditors related with oil interests, recorded an increase of €18.8 million (4.9%), rising from €385.1 million in 2012 to €403.9 million in 2013. It should be noted that this increase reflects the change in the accounting of these provisions, as explained in the Introductory Note.

In the case of the Statement of Income, the total return – return from oil activities and financial return – rose from €295.4 million in 2012 to €324 million in 2013. The return from oil activities fell by €12.1 million, from roughly €130.1 million in 2012 to €117.9 million in 2013. The financial return recorded an increase of €40.8 million, rising from €165.3 million in 2012 to €206.1 million in 2013.

Other income amounted to €13.5 million, which represented a rise of roughly €0.7 million in comparison with the previous year.

The resources allocated to distribution and direct activities amounted to €69.1 million, which was roughly the same as in 2012, and administrative and operating costs rose slightly from €37.2 million in 2012 to €38.7 million in 2013.

14 APRIL 2014
### Consolidated statement of comprehensive income for the years ended 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Re-stated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oil and gas sales</td>
<td>1 315 316</td>
<td>1 301 303</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(1 232 515)</td>
<td>(1 206 053)</td>
</tr>
<tr>
<td>Other oil and gas income</td>
<td>3 35 121</td>
<td>34 823</td>
</tr>
<tr>
<td>Return from oil activities</td>
<td>117 922</td>
<td>130 073</td>
</tr>
<tr>
<td>Results of current financial assets and liabilities</td>
<td>203 695</td>
<td>173 417</td>
</tr>
<tr>
<td>Results of non-current financial assets</td>
<td>2 994</td>
<td>1 958</td>
</tr>
<tr>
<td>Results of advances</td>
<td>2 832</td>
<td>2 787</td>
</tr>
<tr>
<td>Other financial results</td>
<td>(3 432)</td>
<td>(12 852)</td>
</tr>
<tr>
<td>Financial return</td>
<td>4 206 089</td>
<td>165 310</td>
</tr>
<tr>
<td>Gains from the sale of tangible fixed assets</td>
<td>5 146</td>
<td>21 053</td>
</tr>
<tr>
<td>Other income</td>
<td>6 13 456</td>
<td>12 765</td>
</tr>
<tr>
<td>Distribution and direct activities</td>
<td>7 (69 087)</td>
<td>(69 304)</td>
</tr>
<tr>
<td>Other administrative and operating costs</td>
<td>8 (38 690)</td>
<td>(37 204)</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>9 (10 949)</td>
<td>(13 916)</td>
</tr>
<tr>
<td>Provisions</td>
<td>10 -</td>
<td>1 507</td>
</tr>
<tr>
<td>Impairment</td>
<td>11 (38 969)</td>
<td>(20 320)</td>
</tr>
<tr>
<td>Amortisations and depreciations</td>
<td>12 (18 739)</td>
<td>(22 374)</td>
</tr>
<tr>
<td>Income tax</td>
<td>16 (6 192)</td>
<td>(15 957)</td>
</tr>
<tr>
<td>Transfer to the Capital Fund</td>
<td>154 987</td>
<td>151 593</td>
</tr>
</tbody>
</table>

#### Other comprehensive income for the year

- **Items that will not be reclassified to results**
  - Actuarial deviations | (25 993) | (8 550) |

- **Items that may be reclassified to results**
  - Exchange differences resulting from consolidation | (24 826) | (5 084) |
  - Gifts and legacies | 7 363 | 425 |
  - Non-current financial assets | (54 649) | (17 353) |
  - (98 105) | (30 562) |

- **Total comprehensive income for the year** | 58 882 | 121 031 |

Chief Accountant
Maria Irene Jorge
Consolidated balance sheet at 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013 €’000</th>
<th>2012 €’000</th>
<th>01.01.2012 €’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-stated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>13</td>
<td>110 565</td>
<td>142 432</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>14</td>
<td>159 353</td>
<td>121 503</td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>15</td>
<td>758 992</td>
<td>819 241</td>
</tr>
<tr>
<td>Advances</td>
<td>15</td>
<td>43 208</td>
<td>79 310</td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>16</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>1 078 118</td>
<td>1 162 486</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current financial assets</td>
<td>18</td>
<td>1 803 293</td>
<td>1 583 427</td>
</tr>
<tr>
<td>Other treasury applications</td>
<td>19</td>
<td>30 679</td>
<td>159 200</td>
</tr>
<tr>
<td>Inventories</td>
<td>20</td>
<td>10 923</td>
<td>10 480</td>
</tr>
<tr>
<td>Advances</td>
<td>15</td>
<td>2 097</td>
<td>2 097</td>
</tr>
<tr>
<td>Debtors and other assets</td>
<td>21</td>
<td>144 812</td>
<td>145 558</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>22</td>
<td>137 510</td>
<td>68 508</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>2 129 314</td>
<td>1 969 270</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td>3 207 432</td>
<td>3 131 756</td>
</tr>
<tr>
<td><strong>CAPITAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital received from the Founder</td>
<td>23</td>
<td>11 747</td>
<td>11 747</td>
</tr>
<tr>
<td>Reserves</td>
<td>24</td>
<td>2 636 790</td>
<td>2 583 302</td>
</tr>
<tr>
<td>Transfer to the capital fund</td>
<td></td>
<td>154 987</td>
<td>151 593</td>
</tr>
<tr>
<td><strong>Total capital fund</strong></td>
<td></td>
<td>2 803 524</td>
<td>2 746 642</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>25</td>
<td>236 202</td>
<td>217 144</td>
</tr>
<tr>
<td>Deferred tax liabilities</td>
<td>16</td>
<td>18 422</td>
<td>14 621</td>
</tr>
<tr>
<td>Creditors and other liabilities</td>
<td></td>
<td>539</td>
<td>922</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>255 213</td>
<td>232 687</td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current financial liabilities</td>
<td>18</td>
<td>208</td>
<td>1 475</td>
</tr>
<tr>
<td>Grants and scholarships</td>
<td>26</td>
<td>8 441</td>
<td>8 269</td>
</tr>
<tr>
<td>Creditors and other liabilities</td>
<td>27</td>
<td>140 046</td>
<td>142 683</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>148 695</td>
<td>152 427</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td>403 908</td>
<td>385 114</td>
</tr>
<tr>
<td><strong>Total capital fund and liabilities</strong></td>
<td></td>
<td>3 207 432</td>
<td>3 131 756</td>
</tr>
</tbody>
</table>

Chief Accountant
Maria Irene Jorge
Statement of consolidated cash flows
for the years ended 31 December,
2013 and 2012

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€'000</td>
<td>€'000</td>
</tr>
</tbody>
</table>

**Operating activities**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil and gas income received</td>
<td>107 942</td>
<td>127 803</td>
</tr>
<tr>
<td>Proceeds/investments in current financial assets</td>
<td>(52 593)</td>
<td>8 679</td>
</tr>
<tr>
<td>Distribution and direct activities</td>
<td>(66 527)</td>
<td>(65 600)</td>
</tr>
<tr>
<td>Pensions paid</td>
<td>(17 692)</td>
<td>(18 915)</td>
</tr>
<tr>
<td>Income taxes</td>
<td>(1 545)</td>
<td>(865)</td>
</tr>
<tr>
<td>Other receipts/(payments) relating to operating activities</td>
<td>(26 428)</td>
<td>(35 811)</td>
</tr>
<tr>
<td><strong>Cash flows generated by operating activities</strong></td>
<td>(56 843)</td>
<td>15 291</td>
</tr>
</tbody>
</table>

**Investment activities**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current financial assets</td>
<td>27 472</td>
<td>(2 562)</td>
</tr>
<tr>
<td>Dividends</td>
<td>35 299</td>
<td>23 620</td>
</tr>
<tr>
<td>Acquisitions of fixed assets</td>
<td>(62 003)</td>
<td>(33 819)</td>
</tr>
<tr>
<td>Sale of tangible assets</td>
<td>173</td>
<td>22 887</td>
</tr>
<tr>
<td>Other receipts/(payments)</td>
<td>7 308</td>
<td>(22 859)</td>
</tr>
<tr>
<td><strong>Cash flows generated by investment activities</strong></td>
<td>8 249</td>
<td>(12 763)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net changes in cash and cash equivalents</td>
<td>(48 594)</td>
<td>2 528</td>
</tr>
<tr>
<td>Effects of exchange differences</td>
<td>(10 925)</td>
<td>3 843</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>227 708</td>
<td>221 337</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td>168 189</td>
<td>227 708</td>
</tr>
</tbody>
</table>

**Cash and cash equivalents includes:**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>22</td>
<td>159</td>
</tr>
<tr>
<td>Deposits</td>
<td>22</td>
<td>137</td>
</tr>
<tr>
<td>Other treasury applications</td>
<td>19</td>
<td>30 679</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>168 189</td>
<td>227 708</td>
</tr>
</tbody>
</table>

Chief Accountant
Maria Irene Jorge

See accompanying notes to the Financial Statements
Statement of changes in the consolidated Capital Fund for the years ended 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th></th>
<th>TOTAL CAPITAL FUND</th>
<th>CAPITAL RECEIVED FROM THE FOUNDER</th>
<th>EXCHANGE DIFFERENCES</th>
<th>FAIR VALUE RESERVE</th>
<th>ACTUARIAL GAINS RESERVE</th>
<th>OTHER RESERVES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2011</strong></td>
<td>2,645,540</td>
<td>11,747</td>
<td>2,265</td>
<td>620,909</td>
<td>-</td>
<td>2,010,619</td>
</tr>
<tr>
<td>“Change in the accounting policy for the recognition of actuarial deviations”</td>
<td>(19,929)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(19,929)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 1 January 2012</strong></td>
<td>2,625,611</td>
<td>11,747</td>
<td>2,265</td>
<td>620,909</td>
<td>(19,929)</td>
<td>2,010,619</td>
</tr>
<tr>
<td>Transfer to the capital fund</td>
<td>151,593</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>151,593</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(5,084)</td>
<td>-</td>
<td>(5,084)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in fair value</td>
<td>(17,353)</td>
<td>-</td>
<td>-</td>
<td>(17,353)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>(8,550)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(8,550)</td>
<td>-</td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>425</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>425</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>121,031</td>
<td>-</td>
<td>(5,084)</td>
<td>(17,353)</td>
<td>(8,550)</td>
<td>152,018</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2012</strong></td>
<td>2,746,642</td>
<td>11,747</td>
<td>(2,819)</td>
<td>603,556</td>
<td>(28,479)</td>
<td>2,162,637</td>
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<tr>
<td>Transfer to the capital fund</td>
<td>154,987</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>154,987</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(24,826)</td>
<td>-</td>
<td>(24,826)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in fair value</td>
<td>(54,649)</td>
<td>-</td>
<td>-</td>
<td>(54,649)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>(25,993)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(25,993)</td>
<td>-</td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>7,363</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,363</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>56,882</td>
<td>-</td>
<td>(24,826)</td>
<td>(54,649)</td>
<td>(25,993)</td>
<td>162,350</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2013</strong></td>
<td>2,803,524</td>
<td>11,747</td>
<td>(27,645)</td>
<td>548,907</td>
<td>(54,472)</td>
<td>2,324,987</td>
</tr>
</tbody>
</table>

Chief Accountant
Maria Irene Jorge
## Separate statement of comprehensive income for the years ended 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013 €’000</th>
<th>2012 €’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Re-stated</td>
<td></td>
</tr>
<tr>
<td>Results of current financial assets and liabilities</td>
<td>203 695</td>
<td>173 417</td>
</tr>
<tr>
<td>Results of non-current financial assets</td>
<td>2 994</td>
<td>1 958</td>
</tr>
<tr>
<td>Results at subsidiaries</td>
<td>-</td>
<td>575 163</td>
</tr>
<tr>
<td>Advances</td>
<td>23 504</td>
<td>905</td>
</tr>
<tr>
<td>Other financial results</td>
<td>(3 915)</td>
<td>(8 865)</td>
</tr>
<tr>
<td><strong>Financial return</strong></td>
<td>226 278</td>
<td>742 578</td>
</tr>
<tr>
<td>Gains from the sale of tangible fixed assets</td>
<td>5</td>
<td>146</td>
</tr>
<tr>
<td>Other income</td>
<td>6</td>
<td>13 456</td>
</tr>
<tr>
<td>Distribution and direct activities</td>
<td>7</td>
<td>(69 087)</td>
</tr>
<tr>
<td>Other administrative and operating costs</td>
<td>8</td>
<td>(22 080)</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>9</td>
<td>(10 557)</td>
</tr>
<tr>
<td>Provisions</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Impairment</td>
<td>11</td>
<td>(9 751)</td>
</tr>
<tr>
<td>Amortisations and depreciations</td>
<td>12</td>
<td>(2 014)</td>
</tr>
<tr>
<td><strong>Transfer to the capital fund</strong></td>
<td>1 26 391</td>
<td>669 270</td>
</tr>
<tr>
<td><strong>Other comprehensive income for the year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Items that will not be reclassified to results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>(25 878)</td>
<td>(8 471)</td>
</tr>
<tr>
<td>Items that may be reclassified to results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>7 363</td>
<td>425</td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>(50 994)</td>
<td>(540 193)</td>
</tr>
<tr>
<td></td>
<td>(69 509)</td>
<td>(548 239)</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>56 882</td>
<td>121 031</td>
</tr>
</tbody>
</table>

Chief Accountant
Maria Irene Jorge

See accompanying notes to the Financial Statements
## Separate balance sheet at 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>01.01.2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td><strong>Re-stated</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-currents Assets</td>
<td>14</td>
<td>45 257</td>
<td>22 279</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>223 019</td>
<td>215 019</td>
</tr>
<tr>
<td>Investments in subsidiary companies</td>
<td>17</td>
<td>526 013</td>
<td>588 132</td>
</tr>
<tr>
<td>Advances</td>
<td>15</td>
<td>406 272</td>
<td>406 272</td>
</tr>
<tr>
<td></td>
<td>1 200 601</td>
<td>1 231 702</td>
<td>1 229 414</td>
</tr>
<tr>
<td>Current assets</td>
<td>18</td>
<td>1 803 293</td>
<td>1 583 427</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>30 679</td>
<td>159 200</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>3 038</td>
<td>2 588</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>15 742</td>
<td>2 671</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>4 231</td>
<td>2 387</td>
</tr>
<tr>
<td></td>
<td>1 856 983</td>
<td>1 750 273</td>
<td>1 645 937</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>3 057 584</td>
<td>2 981 975</td>
<td>2 875 351</td>
</tr>
<tr>
<td><strong>CAPITAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital received from the Founder</td>
<td>23</td>
<td>11 747</td>
<td>11 747</td>
</tr>
<tr>
<td>Reserves</td>
<td>24</td>
<td>2 665 386</td>
<td>2 665 625</td>
</tr>
<tr>
<td>Transfer to the capital fund</td>
<td>126 391</td>
<td>669 270</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total capital fund</strong></td>
<td>2 803 524</td>
<td>2 746 642</td>
<td>2 625 611</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>25</td>
<td>228 088</td>
<td>209 100</td>
</tr>
<tr>
<td>Creditors and other liabilities</td>
<td>457</td>
<td>791</td>
<td>722</td>
</tr>
<tr>
<td></td>
<td>228 545</td>
<td>209 851</td>
<td>208 470</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>18</td>
<td>208</td>
<td>1 475</td>
</tr>
<tr>
<td>Grants and scholarships</td>
<td>26</td>
<td>8 441</td>
<td>8 269</td>
</tr>
<tr>
<td>Creditors and other liabilities</td>
<td>27</td>
<td>16 866</td>
<td>15 698</td>
</tr>
<tr>
<td></td>
<td>25 515</td>
<td>25 442</td>
<td>41 270</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>254 060</td>
<td>235 333</td>
<td>248 740</td>
</tr>
<tr>
<td><strong>Total capital fund and liabilities</strong></td>
<td>3 057 584</td>
<td>2 981 975</td>
<td>2 875 351</td>
</tr>
</tbody>
</table>

Chief Accountant
Maria Irene Jorge

See accompanying notes to the Financial Statements
Statement of cash flows for the years ended 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds/investments in current financial assets</td>
<td>(17,668)</td>
<td>8,381</td>
</tr>
<tr>
<td>Distribution and direct activities</td>
<td>(66,527)</td>
<td>(65,600)</td>
</tr>
<tr>
<td>Pensions paid</td>
<td>(17,028)</td>
<td>(18,266)</td>
</tr>
<tr>
<td>Other receipts/(payments) relating to operating activities</td>
<td>(13,178)</td>
<td>(18,744)</td>
</tr>
<tr>
<td>Cash flows generated by operating activities</td>
<td>(114,401)</td>
<td>(95,229)</td>
</tr>
<tr>
<td>Investment activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>6,017</td>
<td>(15,826)</td>
</tr>
<tr>
<td>Gains from the sale of fixed assets</td>
<td>173</td>
<td>-</td>
</tr>
<tr>
<td>Dividends</td>
<td>-</td>
<td>111,960</td>
</tr>
<tr>
<td>Sale of tangible assets</td>
<td>-</td>
<td>21,939</td>
</tr>
<tr>
<td>Acquisitions of fixed assets</td>
<td>(20,325)</td>
<td>(5,595)</td>
</tr>
<tr>
<td>Other receipts/(payments)</td>
<td>1,859</td>
<td>7,611</td>
</tr>
<tr>
<td>Cash flows generated by investment activities</td>
<td>(12,276)</td>
<td>120,689</td>
</tr>
<tr>
<td>Net changes in cash and cash equivalents</td>
<td>(126,677)</td>
<td>24,860</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>161,587</td>
<td>136,727</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td>34,910</td>
<td>161,587</td>
</tr>
<tr>
<td>Cash and cash equivalents includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>22</td>
<td>159</td>
</tr>
<tr>
<td>Deposits</td>
<td>22</td>
<td>4,072</td>
</tr>
<tr>
<td>Other treasury applications</td>
<td>19</td>
<td>30,676</td>
</tr>
<tr>
<td></td>
<td>34,910</td>
<td>161,587</td>
</tr>
</tbody>
</table>

Chief Accountant
Maria Irene Jorge

See accompanying notes to the Financial Statements
Statement of changes in the Capital Fund for the years ended 31 December, 2013 and 2012

<table>
<thead>
<tr>
<th>Total Capital Fund</th>
<th>Capital Received from the Founder</th>
<th>Fair Value Reserve</th>
<th>Actuarial Gains Reserve</th>
<th>Other Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2011</strong></td>
<td>2 645 540</td>
<td>11 747</td>
<td>1 131 257</td>
<td>-</td>
</tr>
</tbody>
</table>

“Change in the accounting policy for the recognition of actuarial deviations” (19 929) - 202 (20 131) -

**Balance at 1 January 2012**

<table>
<thead>
<tr>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transfer to the capital fund</strong></td>
<td>669 270</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in fair value</strong></td>
<td>(540 193)</td>
<td>-</td>
<td>(540 193)</td>
<td>-</td>
</tr>
</tbody>
</table>

Gifts and legacies 425 - - - 425

Actuarial deviations (8 471) - - (8 471) -

Total comprehensive income for the year 121 031 - (540 193) (8 471) 669 695

**Balance at 31 December 2012**

<table>
<thead>
<tr>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transfer to the capital fund</strong></td>
<td>126 391</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in fair value</strong></td>
<td>(50 994)</td>
<td>-</td>
<td>(50 994)</td>
<td>-</td>
</tr>
</tbody>
</table>

Gifts and legacies 7 363 - - - 7 363

Actuarial deviations (25 878) - - (25 878) -

Total comprehensive income for the year 56 882 - (50 994) (25 878) 133 754

**Balance at 31 December**

<table>
<thead>
<tr>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
<th>€’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chief Accountant</strong></td>
<td>Maria Irene Jorge</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See accompanying notes to the Financial Statements
SKOP

detergente

ideológico

for brainwash

NOVO!

PARA TODAS AS MÁQUINAS

detergente

PARA TODOS OS PROGRAMAS DE LAVAGEM AO CÉREBRO
**Notes to the Separate and Consolidated Financial Statements**  
31 December 2013 and 2012

**NOTE 1**  
**Activities**  
The Calouste Gulbenkian Foundation (the “Foundation”) is a non-profit organisation with its head office in Lisbon, Portugal. The Foundation was created by the will of its founder Mr. Calouste Sarkis Gulbenkian, and was granted public utility status under Decree Law No. 40690, of 18 July, 1956. The Foundation’s mission comprises the award of grants and scholarships and other forms of activity with the following statutory purposes: Art, Charity, Science and Education.

The activities of its subsidiary companies (the “Group”) are related to its oil and gas investments in the Middle East, North Africa, Brazil, Kazakhstan, Angola and Portugal.

**NOTE 2**  
**Accounting policies**

2.1 **Basis of presentation**  
The financial statements now presented were approved by the Foundation’s Board of Trustees on 28 April, 2014. They reflect the separate and consolidated results of the operations of the Foundation and its subsidiary companies for the years ended on 31 December, 2013 and 2012.

The Foundation’s separate and consolidated financial statements now presented refer to the financial year ended on 31 December, 2013, and were prepared in accordance with the International Financial Reporting Standards (IFRS), as adopted by the European Union until 31 December, 2013. The accounting policies used by the Foundation in the preparation of its separate and consolidated financial statements relating to 31 December, 2013, are consistent with the ones used in the preparation of the annual separate and consolidated financial statements relating to 31 December, 2012. However, in 2013, in accordance with IAS 19 (Amended) – Employee Benefits, the Foundation altered its accounting policy for the recognition of actuarial deviations, beginning to recognise actuarial deviations for the year against reserves. According to IAS 8, this change in accounting policy has been presented for comparative purposes since 1 January 2012, recognising on that date all of the deferred actuarial deviations identified until then in the capital fund. Accordingly, as mentioned in Notes 24, 25 and 28, as from 1 January 2012, the Capital Fund includes a re-statement of the accounts as a result of the aforementioned change in accounting policy. Previously, the Foundation calculated the deferred actuarial deviations with the use of the corridor method. In accordance with this method, unrecognised actuarial gains and losses amounting to more than 10% of the current value of the already defined liabilities are recorded against results.

IFRS comprise accounting standards issued by the International Accounting Standards Board (IASB) and interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC) and their respective predecessor bodies.

However, as described in Note 34, in preparing both the consolidated and the separate financial statements relating to 31 December, 2013, the Foundation adopted the accounting standards issued by the IASB and the interpretations issued by the IFRIC, the application of which has been mandatory since 1 January 2013. The accounting policies used by the Foundation in the preparation of its consolidated and separate financial statements, described in this note, were adapted in conformity with these interpretations. The adaptation of these new standards and interpretations in 2013 had no material effect on the Foundation’s accounts.

Those accounting standards that have recently been issued but which have not yet come into force and which the Foundation has not yet applied in the preparation of its financial statements may also be analysed in Note 34.

The accounting policies presented in this note were applied consistently to the Foundation, and are consistent with those used in the preparation of the financial statements for the previous period, except for the adoption of the following standards and their amendments:
IFRS 13 – Fair value measurement

IFRS 13 provides guidance about the measurement of fair value, replacing arrangements that were scattered around several IFRS standards. The standard defines fair values as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The standard was applied prospectively by the Foundation, but its application has had no significant impact on the measurement of its assets and liabilities.

IAS 1 – Presentation of Financial Statements – Presentation of items of other comprehensive income

The changes made to IAS 1 only had an impact on the presentation of the consolidated statement of comprehensive income, which began to present the separation between those items that may be reclassified for the statement of comprehensive income and those that will not be reclassified for the statement of income. The comparative information was also changed.

The separate and consolidated financial statements are expressed in euros, rounded up or down to the nearest thousand. They were prepared in accordance with the historical cost convention, except for the assets and liabilities recorded at their fair value, namely derivative financial instruments, and current and non-current assets and liabilities.

The preparation of separate and consolidated financial statements in accordance with IFRS standards requires the Foundation to make judgments and estimates, and use assumptions that affect the application of the accounting policies and the reported amounts of income, expenses, assets and liabilities. Any alterations to these assumptions or any differences noted in them in relation to the actual reality may have an impact on the present estimates and judgements. Matters involving greater judgement or complexity, or cases where the assumptions and estimates used are considered to be significant in the preparation of the financial statements, are shown in Note 2.23.

2.2 Principles of consolidation

Reference dates

The consolidated financial statements reflect the assets, liabilities and results of the Foundation and its subsidiaries, as defined in Note 17, for the years ended on 31 December, 2013 and 2012.

The accounting policies were applied in a consistent manner by all of the Foundation’s companies for the periods covered by these consolidated financial statements.

Investments in subsidiaries

Those companies over which the Foundation exercises control are classified as its subsidiaries. Normally control is presumed to exist when the Foundation has more than half of the voting rights. Additionally, control also exists when the Foundation has the power, directly or indirectly, to manage the financial and operating policies of a certain company in order to obtain benefits from its activities, even if its shareholding is less than 50%. Subsidiary companies are fully consolidated from the moment when the Foundation assumes control over their activities until the moment when this control ceases to exist.

Since January 1, 2010, accumulated losses have been attributed to the non-controlling interests in the proportions that they are held, which may involve recognition of negative non-controlling interests. Prior to that date, when the accumulated losses of a subsidiary company that could be attributed to non-controlling interests exceeded the non-controlled interest in the equity of that subsidiary, the excess was attributable to the Foundation, with the losses being recorded in the statement of income as they were incurred. Profits subsequently obtained by this same subsidiary were recognised as income of the Foundation until such time as the losses attributed to non-controlling interests previously absorbed by the Foundation were recovered.

Jointly controlled bodies

Jointly controlled bodies, consolidated using the proportional method, are bodies in which the Foundation has control established by contractual agreement. The consolidated financial statements include, under the respective items of assets, liabili-
ties, expenditure and income, the jointly controlled parts, from the date when joint control began to the date when this ended.

Translation of financial statements into foreign currency
The financial statements of the Foundation’s subsidiaries are prepared in their functional currency, defined as the currency of the economy in which they operate or the currency in which the subsidiaries obtain their profits or finance their activities. The consolidated financial statements are prepared in euros, which is the Foundation’s functional currency.

The financial statements of the Group’s companies that have a different functional currency from the euro are translated into euros according to the following criteria:
› assets and liabilities are converted at the exchange rate in force at the balance sheet date;
› income and expenses are converted by applying the exchange rates that are closest to the actual rates on the date of the transactions;
› the exchange differences calculated between the value of the conversion into euros of shareholders’ equity at the beginning of the year and its value when converted at the exchange rate in force at the date of the balance sheet to which the consolidated accounts refer are recorded as reserves. In the same way, in the case of the subsidiary and associated companies, the exchange differences (arising from the conversion into euros of their results for the year) between the exchange rates used in their financial statements and the exchange rates in force at the date of the balance sheet are recorded as reserves. At the date when the company is sold, these differences are recognised in the statement of comprehensive income as an integral part of the profit or loss resulting from the sale;
› the exchange differences resulting from a monetary item that is part of a net investment in a foreign operation are not recognised as results in the financial statements and in the consolidated accounts, which include the foreign operation and the entity reporting on it. Instead, they are recognised as another form of comprehensive income and are reclassified from the Capital Fund to profits or losses when the net investment is sold or disposed of.

Accounting of investments in subsidiaries on a separate basis
On a separate basis, investments in subsidiaries which are not classified as held for sale, or included in a group for disposal, classified as held for sale, are recognised at fair value. The changes are recorded in a fair value reserve, and the value of the asset is periodically subjected to impairment tests.

Balances and transactions eliminated on consolidation
Balances and transactions between the companies controlled by the Foundation, including any unrealised profits or losses resulting from intra-Group operations, are eliminated in preparing the consolidated financial statements, except in those cases when the unrealised losses show the existence of impairment that must be recognised in the consolidated accounts.

Unrealised profits resulting from transactions with associated bodies are eliminated in proportion to the Foundation’s share in these. Unrealised losses are also eliminated, but only in those cases when they do not show the existence of impairment.

2.3 Foreign currency transactions
Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into euros at the foreign exchange rates in force at the balance sheet date. The exchange differences arising from this conversion are recognised in the statement of comprehensive income.

Non-monetary assets and liabilities that are recorded at historical cost in a foreign currency are converted using the exchange rate at the date of the transaction. Non-monetary assets and liabilities that are stated at fair value are converted into euros at the exchange rate in force at the date when the fair value was determined. The resulting exchange differences are recognised in the statement of comprehensive income, except for those differences relating to shares classified as current financial assets, which are recorded as reserves.
2.4 Intangible assets
The Foundation’s intangible assets are recorded at acquisition cost, net of the respective accumulated amortisations and impairment losses.

The acquisition costs of oil and gas exploration rights are amortised at constant rates during the remainder of the concession period, which varies between 17 and 33 years.

Costs incurred in the acquisition of software, whose use can be expected to generate future economic benefits extending beyond one financial year, are recognised as intangible assets. All the remaining expenses related with IT services are recognised as costs when they are incurred.

2.5 Tangible fixed assets
Tangible fixed assets are recorded at acquisition cost, net of the respective accumulated deprecations and impairment losses. Government subsidies that are to be used for financing the remodelling of infrastructure and equipment are recorded in the statement of comprehensive income, in accordance with the amortisation rates for the corresponding equipment. Gifts and legacies are initially recorded at fair value.

Subsequent costs are recognised only when it is probable that future economic benefits will accrue to the Foundation, so that repair and maintenance expenses are recognised as costs in accordance with the principles of accrual accounting.

Land is not amortised. Depreciation of buildings and motor vehicles is calculated using the straight-line method. For the remaining tangible fixed assets, the cost incurred is recognised in the year of acquisition. Depreciation is calculated over the following periods, which correspond to their estimated useful life:

| Number of Years |
|----------------|------------------|
| Buildings      | 50               |
| Transport      | 3 to 6           |
| Oil equipment  | 5 to 10          |
| Other equipment| 1 to 5           |

Works undertaken on buildings are amortised over the remaining periods of their useful life.

When there are signs that an asset may be impaired, IAS 36 requires that its recoverable amount is estimated, and an impairment loss must be recognised whenever the net value of an asset exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. This latter value is the present value of the future cash flows expected to be derived from the continued use of the asset and its disposal at the end of its useful life.

2.6 Art collections
The Foundation’s art collection was donated by Mr. Calouste Sarkis Gulbenkian and is shown in the financial statements at a symbolic value.

Works of art acquired subsequently and up to the financial year of 2005 were totally amortised in the year of their acquisition. Since 2006, the works of art acquired by the Foundation have been recorded at their acquisition value and periodically submitted to impairment tests, in accordance with IAS 36.
2.7 Leases
The classification of lease operations as finance leases or operating leases, established by IAS 17 – Leases, and applied by the Foundation, depends on the substance of the transaction rather than the legal form of the contract. A lease is classified as a finance lease if it substantially transfers all the risks and rewards incidental to ownership of an asset to the lessee. All other leases are classified as operating leases.

Operating leases
Payments made by the Foundation under the terms of operating lease contracts are recorded as costs in the periods to which they relate.

Finance leases – as lessee
Finance lease contracts are recorded at inception as assets and liabilities, at the acquisition cost of the asset leased, which is equal to the present value of outstanding lease instalments. Such instalments comprise i) the financial charge, which is recognised in the statement of comprehensive income and ii) the amortisation of principal, which is deducted from liabilities. Financial charges are recognised as costs over the lease period, in order to give a constant rate of interest on the remaining balance of the liability in each period.

2.8 Other current and non-current financial assets
The Foundation classifies its other financial assets on acquisition, taking account of their underlying purpose, into the following categories:

Current financial assets
This category includes: i) financial assets held for trading, which are those acquired principally to be sold in the short term or are held as an integral part of an asset portfolio (normally in the form of securities), in relation to which there is evidence of recent activities leading to the realisation of short-term profits, and ii) financial assets that are designated on initial recognition as being at fair value, with value changes being put through the statement of comprehensive income.

On initial recognition, the Foundation designates certain financial assets as being current when:
∂ such financial assets are managed, valued and analysed internally, based on their fair value;
∂ derivative operations are contractually agreed with the aim of covering these assets economically, thus guaranteeing consistency in the valuation of assets and derivatives (avoiding the possibility of an accounting mismatch); or
∂ such financial assets contain embedded derivatives.

Non-current financial assets
Non-current financial assets are non-derivative financial assets that i) the Foundation intends to hold for an indefinite period of time, ii) are designated as non-current on initial recognition, or iii) do not fit into any of the aforementioned categories.
Initial recognition, measurement and derecognition

Purchases and sales of i) current financial assets, and ii) non-current financial assets, are recognised on trade date, i.e. on the date when the Foundation commits to the purchase or sale of the asset.

Financial assets are initially recognised at fair value plus transaction costs, except in the event of current investments, in which case these transaction costs are directly recognised in the statement of comprehensive income.

Financial assets are derecognised when i) the Foundation’s contractual rights to receive their cash flows have expired, ii) the Foundation has substantially transferred all risks and rewards of ownership, or iii) although retaining some but not substantially all of the risks and rewards of ownership, the Foundation has transferred control over the assets.

Reclassifications between categories


This change made it possible for an entity to transfer current financial assets to the portfolios of non-current financial assets, advances and accounts receivable or to financial assets held to maturity, provided that these financial assets comply with the characteristics for each category. Transfers of non-current financial assets to the categories of advances and accounts receivable and assets to be held to maturity are also permitted in specific situations.

It is forbidden to make transfers from and to other current financial assets and liabilities designated as such at the moment of their initial recognition at fair value with variations recognised in the statement of comprehensive income.

During 2013, the Foundation did not reclassify any of its financial assets.
Impairment
The Foundation regularly assesses whether there is objective evidence that a financial asset, or group of financial assets, shows signs of impairment. When evidence of impairment is encountered, the respective recoverable amount of the asset is determined and any impairment losses are recognised through the statement of comprehensive income.

A financial asset, or a group of financial assets, is considered to be impaired whenever there is objective evidence of impairment arising from one or more events that occurred after their initial recognition, such as:
- for shares and other equity instruments, a significant or prolonged decline in its market value below acquisition cost; and
- for debt securities, when that event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

When there is evidence that an impairment loss has been incurred on non-current financial assets, the cumulative potential loss shown in the fair value reserve (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of comprehensive income) is transferred to the statement of comprehensive income. If, in a subsequent period, the fair value of the debt instruments classified as non-current financial assets increases and such an increase can be objectively associated with an event that occurred after the recognition of the impairment loss in the statement of comprehensive income, such impairment loss is reversed through the income statement. The recovery of impairment losses recognised in capital instruments classified as non-current financial assets is recognised as a gain in the fair value reserves (without its being reversed through the income statement).

2.9 Current financial liabilities
An instrument is classified as a current financial liability when there is a contractual obligation for its settlement to be effected through the delivery of cash or another financial asset, regardless of its legal form.

These financial liabilities are registered i) initially at fair value, net of the transaction costs incurred and ii) subsequently at amortised cost, using the effective rate method.

On initial recognition, the Foundation designates certain current financial liabilities as being at fair value through profit or loss when:
- derivative operations are contractually agreed with the aim of covering these liabilities economically, thus guaranteeing consistency in the valuation of liabilities and derivatives (avoiding the possibility of an accounting mismatch); or
- such financial liabilities contain embedded derivatives.

The fair value of listed liabilities is that of their listed value. In the case of unlisted liabilities, the Foundation estimates their fair value by using valuation methodologies that take into account assumptions based on market information, including the actual risk of the issuer.

2.10 Offsetting financial instruments
Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.11 Derivative financial instruments
Derivatives are recorded at fair value on their trade date. Subsequently, derivative financial instruments are re-measured on a regular basis and the resulting profits or losses on revaluation are recognised directly in the statement of comprehensive income for the period.

The fair value of derivative financial instruments is obtained from market prices, if available, or is determined by third parties using valuation techniques including discounted cash flow models and options pricing models, as appropriate.
2.12 Assets transferred under repurchase agreements and security loans
Securities bought with a resale agreement (reverse repos) at a fixed price or for a price that is equal to the purchase price plus the interest that is inherent in the operating period are not recognised in the balance sheet, with the purchase value being recorded as other treasury applications. The difference between the purchase value and the resale value is treated as interest and is deferred during the validity period of the agreement, using the effective rate method.

Securities transferred through loan agreements are not derecognised in the balance sheet, but are classified and accounted for in accordance with the accounting policy outlined in Note 2.8. Securities received through loan agreements are not recognised in the balance sheet.

2.13 Debtors
The carrying amounts of debtors are recorded at amortised cost and examined annually with the aim of determining if there are any signs of impairment. Should this be the case, the asset’s recoverable value is calculated. Impairment losses are recognised in the statement of comprehensive income whenever the asset’s carrying value exceeds its recoverable amount.

An asset’s impairment loss recognised in previous years should be readjusted if, and only if, an alteration has been made to the estimates used to determine the recoverable amount of the asset since impairment loss was last recognised.

2.14 Cash and cash equivalents
For the purposes of the cash flow statement, cash and cash equivalents comprise balances with less than three months’ maturity from the date of acquisition, including cash and deposits with banks.

2.15 Recognition of costs and income
Costs and income are recognised in the year to which they relate, irrespectively of when they are paid or collected, in accordance with the principles of accrual accounting.

Interest, dividends and other income generated from the Foundation’s resources are recognised as income, when it is probable that the economic benefits associated with the transaction will accrue to the Foundation and when such income can be reliably determined. Interest is recognised on an accrual basis unless there are any doubts about its collection. Other income is recognised on an accrual basis in accordance with the substance of the respective agreement.

2.16 Recognition of income from oil and gas activities
Income generated from oil and gas sales is only recognised when the risks and rewards of ownership have been transferred to the purchaser and the respective costs associated with the transaction have been determined with complete certainty.

2.17 Capitalisation of oil production costs

Exploration costs
Costs incurred prior to the exploration phase are recognised in the statement of comprehensive income at the time when they are incurred. Acquisition costs of properties or concessions, successful exploratory wells, development costs, including interest on related borrowings, equipment and support installations for oil activity are capitalised in tangible or intangible fixed assets, depending on their nature. Internally generated costs are recognised as operating costs for the year. The costs incurred with exploratory wells whose results are unconfirmed are recognised as losses. The Foundation carries out impairment tests whenever events show that the book value of an asset may exceed its recoverable value. The difference between the book value and the recoverable value, if this is found to exist, is recognised in the statement of comprehensive income.
**Assets for oil and gas production**
The costs incurred in the drilling of development wells when production facilities are being built are capitalised together with the costs of finance incurred during the construction phase, as well as the current value of the future costs for the removal of assets.

The amortisation of assets is determined by the unit-of-production method.

### 2.18 Inventories
Inventories are valued at the lower of their acquisition cost or net realisable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. The net realisable value corresponds to the estimated selling price in the ordinary course of business, less the respective costs necessary to make the sale.

The cost of crude is determined using the FIFO (First In/First Out) method. The Foundation's inventories essentially consist of crude that is to be found in pipelines or reservoirs, or is stored by transport companies, in which the ownership rights have not been totally transferred to the client.

The average weighted cost method is used to determine the sales of other inventories.

### 2.19 Taxation
The Calouste Gulbenkian Foundation is exempt from corporation income taxes by a decision of the Minister of Finance dated 18 July 1989.

Taxes on profits comprise the current taxes and deferred taxes of the subsidiary companies. Taxes on profits are recognised in the statement of comprehensive income, except when they are related to items recognised directly in equity, in which case they are also offset against equity. Taxes recognised in equity resulting from the revaluation of available-for-sale investments and cash flow hedging derivatives are subsequently recognised in the statement of comprehensive income at the time when the gains or losses which gave rise to them are also recognised in the statement of comprehensive income.

Current taxes are those which are expected to be paid on the basis of the taxable income determined in accordance with the fiscal rules in force and using the rate of tax approved or substantially approved in each jurisdiction.

Deferred taxes are calculated in accordance with the liabilities method on the basis of the balance sheet, in respect of temporary differences between the accounting values of assets and liabilities and their fiscal basis, using the rates of tax approved or substantially approved at the balance sheet date in each jurisdiction and which are expected to be applied when the temporary differences are reversed.

Deferred tax liabilities are recognised for all temporary taxable differences with the exception of goodwill that is not deductible for fiscal purposes, the differences resulting from initial recognition of assets and liabilities which do not affect either the accounting profit or the fiscal profit, and differences relating to investments in subsidiaries insofar as they will probably not be reversed in the future. Deferred tax assets are recognised only insofar as it may be expected that taxable profits will exist in the future capable of absorbing the temporary deductible differences.

The Foundation offsets deferred tax assets and liabilities at the level of each subsidiary, whenever i) the income tax of each subsidiary to be paid to the Tax Authorities is determined on a net basis, i.e. by offsetting deferred assets and liabilities, and ii) taxes are levied by the same Tax Authority on the same taxable entity. This offsetting is therefore undertaken at the level of each subsidiary, with the credit balance of the consolidated balance sheet reflecting the sum of the values of the subsidiaries presenting deferred tax assets and the debit balance of the consolidated balance sheet reflecting the sum of the values of the subsidiaries presenting deferred tax liabilities.
2.20 Pension plans
The Foundation has several pension plans, including defined benefit and defined contribution pension plans.

Under the defined benefit pension plan, the Foundation undertook to pay its employees pensions on retirement, pre-retirement or disability, as set out in the “Staff Pension Plan” (1979) and in the “Foundation Pension Plan” (1997). The funding policy of the defined contribution pension plan (“Plano Complementar de Pensões de Contribuição Definida”, 2005) is to make contributions to the “Fundo de Pensões Aberto BPI Valorização”, the “Fundo de Pensões Aberto BPI Segurança” and the “Fundo de Pensões Aberto BPI Garantia”, having initially made an extraordinary contribution to the “Fundo de Pensões Aberto BPI Ações”. The employees of the Foundation’s United Kingdom branch have their own pension plan.

The pensions relating to the 1979 and 1997 plans are complementary to those paid by the Social Security Services and are based on the employee’s length of service. To cover this liability, a provision has been set up, which represents an estimate of the capital required to cover the cost of paying benefits to current pensioners and the future benefits to current employees.

As mentioned in Note 25, in 2013, in accordance with IAS 19 (Amended) – Employee Benefits, the Foundation changed its accounting policy for the recognition of actuarial deviations, beginning to recognise actuarial deviations for the year against reserves. According to IAS 8, this change in accounting policy has been presented for comparative purposes since 1 January 2012, recognising on that date all of the deferred actuarial deviations identified until then in the Capital Fund. Accordingly, as mentioned in Notes 24, 25 and 28, as from 1 January 2012, the Capital Fund includes a re-statement of the accounts as a result of the aforementioned change in accounting policy.

Previously, the Foundation calculated the deferred actuarial deviations with the use of the corridor method. In accordance with this method, unrecognised actuarial gains and losses amounting to more than 10% of the current value of the already defined liabilities are recorded against results.

The Foundation’s liabilities with retirement pensions are calculated on an annual basis, at the balance sheet date, by external and independent actuaries.

The calculation is made using the projected unit credit method and following actuarial and financial assumptions, in accordance with the requirements of IAS 19.

Current and past service costs, together with the provision calculated, are charged to the statement of comprehensive income.

The Foundation’s liability in respect of defined benefit pension plans is calculated by estimating the amount of future benefits that each employee has the right to receive in return for service in the current period and prior periods. The benefit is discounted in order to determine its present value. The discount rate is the yield, at the balance sheet date, on risk-free bonds that have maturity dates similar to the end dates of the plan’s obligations.

Actuarial profits and losses are calculated on an annual basis and result from i) differences between the actuarial and financial assumptions used and the values actually recorded (experience gains and losses), and from ii) changes made to actuarial assumptions. These are recognised against reserves in the year in which they occur.

Annually, the Foundation recognises as a cost, in the statement of comprehensive income, the net amount, which includes i) current service costs, ii) interest cost and iii) the effect of early retirement.

2.21 Recognition of dividends
The income from equity instruments (dividends) is recognised when the right to receive its payment is established.

2.22 Provisions
Provisions are recognised when: i) the Foundation has a present legal or constructive liability, ii) it is probable that payment will be required and iii) a reliable estimate can be made of the amount of the liability.
In cases where the discount effect is materially relevant, provisions are made corresponding to the actual value of expected future payments, discounted at a rate that takes into account the risks associated with the liability.

Provisions are reviewed at the end of each reporting year and adjusted to reflect the best estimate, being reversed through the income statement in the proportion of those payments that are not likely to take place.

Provisions are derecognised through their use for the liabilities for which they were initially set up or in cases where such liabilities have ceased to be observed.

2.23 Main estimates and judgements used in preparing the Financial Statements

IFRS standards set out a range of accounting treatments and require the Board of Trustees to apply judgements and make estimates in deciding which treatment is most appropriate. The most significant of the accounting estimates and judgements used by the Foundation in the application of its accounting principles are discussed in this section in order to improve understanding of how their application affects the Foundation’s reported results and related disclosures. A broader description of the main accounting policies used by the Foundation is presented in the previous sections of Note 2 to the Separate and Consolidated Financial Statements.

In many cases, there are several alternatives to the accounting treatment chosen by the Board of Trustees, and the Foundation’s reported results would be changed if a different treatment were chosen. The Board of Trustees believes that the choices made are appropriate and that the financial statements present the Foundation’s financial position and results fairly in all materially relevant respects.

Impairment of non-current financial assets

The Foundation determines that its non-current financial assets are impaired when there has been a significant or prolonged decline in the fair value below their cost or when there is expected to be an impact on the future cash flows of its assets. This determination of what is significant or prolonged requires judgement, in which the Foundation collates and analyses all the data that are relevant for the formulation of such a decision, namely information relating to the normal volatility of the prices of financial instruments. In making this judgement, the Foundation assesses, among other factors, the normal volatility of the prices of financial assets. In keeping with the Foundation’s policies, a 20% reduction in the fair value of a capital instrument is considered to be a significant devaluation and the period of one year is assumed as a continued decline of the fair value below acquisition cost.

The Foundation determines the fair value through a valuation made by independent experts or through market-to-market prices. The valuation reflects the present net value of future estimated cash flows using market assumptions.

Alternative methodologies and the use of different assumptions and estimates could result in a higher level of impairment losses being recognised, with a consequent impact on the Foundation’s statement of comprehensive income.

Fair value of financial instruments

Fair values are based on listed market prices when available or are determined either by the use of the prices of similar recent transactions undertaken under market conditions, or by the use of pricing models, based on the net present value of discounted future cash flows, which take account of market conditions, the time effect, the yield curve and volatility factors. These pricing models may require assumptions or judgements in estimating the fair values.

Consequently, the use of a different model or different assumptions or judgements in applying a particular model may produce financial results that differ from those reported.

Pension plans

Determining pension liabilities requires the use of assumptions and estimates, including the use of actuarial projections, estimated returns on investment, and other factors that could have an impact on the costs and level of liability of the pension plan.

Changes in these assumptions could materially affect these values.
Taxes on profits
The Foundation’s subsidiaries are subject to the payment of taxes on profits in various jurisdictions. Determining the overall amount of taxes on profits calls for certain interpretations and estimations to be made. There are various transactions and calculations for which it is not possible to accurately determine the final value of the tax to be paid during the normal business cycle.

Other interpretations and estimations could result in a different level of taxes being levied on both the current and deferred profits recognised in the period.

Crude oil reserves
Estimations of crude oil reserves are an integral part of the decision-making process relating to the assets of the activity of crude oil research and development. The volume of proven reserves of crude oil is used to calculate the depreciation of the assets involved in the activity of oil exploration and production in accordance with the unit of production method, as well as to assess impairment on investments in the assets associated with this activity.

The estimation of proven reserves is subject to future reviews, based on such new information as may be made available, for example information relating to the activities of development, drilling or production, exchange rates, prices, contract termination dates or development plans. The impact of changes in the estimated proven reserves on amortisations and provisions for abandonment costs is treated in a prospective manner, with the remaining net value of assets being amortised and the provision for abandonment costs being reinforced, respectively, depending on the forecasts for future production.

Environmental liabilities
The Foundation makes estimates and judgements to calculate the provisions made for environmental concerns, which are based on current information relating to costs and expected intervention plans. These costs may vary due to alterations in the legislation and regulations, or changes in the conditions of a certain site.

Changes in these assumptions could have a significant impact on certain values.

NOTE 3
Other oil and gas income
The caption “Other oil and gas income” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013 €’000</td>
</tr>
<tr>
<td>Dividends</td>
<td>30 655</td>
</tr>
<tr>
<td>Services rendered</td>
<td>4 466</td>
</tr>
<tr>
<td></td>
<td>35 121</td>
</tr>
</tbody>
</table>

NOTE 4
Financial return
The investment portfolio must meet two fundamental requirements: i) the purchasing power of the assets held in the portfolio, after deduction of the contributions made towards the financing of the Foundation’s activity, must remain stable (and ideally grow) in the medium term, or, in other words, the real value of the portfolio must be preserved after taking into consideration the erosion caused by the inflation of the Foundation’s costs, ii) the portfolio’s contributions towards the financing of the Foundation’s activity must maintain their real value, i.e. they must grow enough to at least keep pace with the inflation of the Foundation’s costs. In order to achieve these requirements, the Foundation’s total investment portfolio has the target of obtaining a total real rate of return of 4.5% (amounting to an income from the portfolio that is above the Portuguese 5-year moving average of inflation).
The financial return obtained in 2013 and 2012 in the Consolidated Account has the following breakdown:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>Total 2013</th>
<th>2012</th>
<th>Total 2012</th>
</tr>
</thead>
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<tr>
<td><strong>Income</strong></td>
<td>€000</td>
<td>€000</td>
<td>€000</td>
<td>€000</td>
<td>€000</td>
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<tr>
<td><strong>Costs</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>€000</td>
<td>€000</td>
<td>€000</td>
<td>€000</td>
<td>€000</td>
</tr>
<tr>
<td><strong>Current financial assets and liabilities</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds and other fixed-yield securities</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>From public issuers</td>
<td>49 721</td>
<td>(75 917)</td>
<td>(26 196)</td>
<td>55 450</td>
<td>(29 822)</td>
</tr>
<tr>
<td>From other issuers</td>
<td>21 272</td>
<td>(21 838)</td>
<td>(566)</td>
<td>26 702</td>
<td>(12 168)</td>
</tr>
<tr>
<td>Shares</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other variable-yield securities</td>
<td>494 150</td>
<td>(335 368)</td>
<td>158 782</td>
<td>364 056</td>
<td>(247 812)</td>
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<td>Investment funds</td>
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<td>Liquidity</td>
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<td>(2 138)</td>
<td>(1 158)</td>
<td>1 863</td>
<td>(1 142)</td>
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<tr>
<td>Shares</td>
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<td>(53 208)</td>
<td>10 683</td>
<td>25 962</td>
<td>(14 903)</td>
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<td>Bonds</td>
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<td>(1 784)</td>
<td>4 011</td>
<td>3 355</td>
<td>(1 607)</td>
</tr>
<tr>
<td>Others</td>
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<td>(10 271)</td>
<td>(5 104)</td>
<td>3 460</td>
<td>(3 588)</td>
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<tr>
<td>Derivatives</td>
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<td></td>
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<tr>
<td>Forwards</td>
<td>242 040</td>
<td>(190 458)</td>
<td>51 582</td>
<td>137 890</td>
<td>(136 083)</td>
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<tr>
<td>Futures</td>
<td>31 521</td>
<td>(18 586)</td>
<td>12 935</td>
<td>36 914</td>
<td>(32 056)</td>
</tr>
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<td>Options</td>
<td>4 680</td>
<td>(5 954)</td>
<td>(1 274)</td>
<td>8 765</td>
<td>(12 819)</td>
</tr>
<tr>
<td></td>
<td>919 237</td>
<td>(715 602)</td>
<td>203 635</td>
<td>655 417</td>
<td>(492 000)</td>
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<tr>
<td>Non-current financial assets</td>
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<td>2 994</td>
<td>1 958</td>
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<td>Advances</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Investments in oil and gas companies</td>
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<td>-</td>
<td>2 642</td>
<td>2 447</td>
<td>-</td>
</tr>
<tr>
<td>Other companies</td>
<td>180</td>
<td>-</td>
<td>180</td>
<td>340</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2 832</td>
<td>-</td>
<td>2 832</td>
<td>2 787</td>
<td>-</td>
</tr>
<tr>
<td>Other treasury applications</td>
<td>7 793</td>
<td>(7 649)</td>
<td>144</td>
<td>6 968</td>
<td>(5 782)</td>
</tr>
<tr>
<td>Taxes and commissions</td>
<td>-</td>
<td>(3 910)</td>
<td>(3 910)</td>
<td>-</td>
<td>(5 395)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>403</td>
<td>(63)</td>
<td>334</td>
<td>3 899</td>
<td>(12 542)</td>
</tr>
<tr>
<td></td>
<td>8 196</td>
<td>(11 628)</td>
<td>3 432</td>
<td>18 867</td>
<td>(23 719)</td>
</tr>
<tr>
<td></td>
<td>933 319</td>
<td>(727 239)</td>
<td>206 089</td>
<td>681 029</td>
<td>(515 719)</td>
</tr>
</tbody>
</table>
The financial return obtained in 2013 and 2012 in the Foundation’s separate account has the following breakdown:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th></th>
<th>2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>COSTS</strong></td>
<td></td>
<td><strong>TOTAL</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td><strong>CURRENT FINANCIAL ASSETS AND LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds and other fixed-yield securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>From public issuers</td>
<td>49 721</td>
<td>(75 917)</td>
<td>(26 196)</td>
<td>55 450</td>
</tr>
<tr>
<td>From other issuers</td>
<td>21 272</td>
<td>(21 838)</td>
<td>(566)</td>
<td>26 702</td>
</tr>
<tr>
<td>Shares</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other variable-yield securities</td>
<td>494 150</td>
<td>(335 368)</td>
<td>158 782</td>
<td>364 056</td>
</tr>
<tr>
<td><strong>INVESTMENT FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liquidity</td>
<td>1 060</td>
<td>(2 218)</td>
<td>(1 158)</td>
<td>1 883</td>
</tr>
<tr>
<td>Shares</td>
<td>63 891</td>
<td>(53 208)</td>
<td>10 683</td>
<td>25 962</td>
</tr>
<tr>
<td>Bonds</td>
<td>5 795</td>
<td>(1 784)</td>
<td>4 011</td>
<td>3 355</td>
</tr>
<tr>
<td>Others</td>
<td>5 167</td>
<td>(10 271)</td>
<td>(5 104)</td>
<td>3 460</td>
</tr>
<tr>
<td><strong>DERIVATIVES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forwards</td>
<td>242 040</td>
<td>(190 458)</td>
<td>51 582</td>
<td>137 890</td>
</tr>
<tr>
<td>Futures</td>
<td>31 521</td>
<td>(18 586)</td>
<td>12 935</td>
<td>36 914</td>
</tr>
<tr>
<td>Options</td>
<td>4 680</td>
<td>(5 954)</td>
<td>9 765</td>
<td>(12 819)</td>
</tr>
<tr>
<td></td>
<td>919 297</td>
<td>(715 602)</td>
<td>203 695</td>
<td>665 417</td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>2 994</td>
<td>-</td>
<td>2 994</td>
<td>1 958</td>
</tr>
<tr>
<td>Results of subsidiary companies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>575 163</td>
</tr>
<tr>
<td>Advances</td>
<td>23 504</td>
<td>-</td>
<td>23 504</td>
<td>905</td>
</tr>
<tr>
<td>Other treasury applications</td>
<td>7 419</td>
<td>(7 649)</td>
<td>(230)</td>
<td>6 670</td>
</tr>
<tr>
<td>Taxes and commissions</td>
<td>-</td>
<td>(3 910)</td>
<td>(3 910)</td>
<td>-</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>403</td>
<td>(178)</td>
<td>225</td>
<td>3 899</td>
</tr>
<tr>
<td></td>
<td>7 822</td>
<td>(11 737)</td>
<td>226 278</td>
<td>1 254 012</td>
</tr>
</tbody>
</table>

The caption “Advances” amounting to €23,504,000 (2012: €905,000) relates to the interest on the loans made to Partex Oil and Gas (Holdings) Corporation, as mentioned in Note 15.
NOTE 5
Gains from the sale of tangible fixed assets
In 2012, the caption “Gains from the sale of tangible fixed assets” includes the amount of €21,109,000 relating to the capital gain obtained through the sale of the building of the Portuguese Cultural Centre in Paris, situated in Avenue d’Iéna. The property was sold for €32,000,000, having generated a gross capital gain of €31,110,000, on which the Foundation paid tax amounting to €10,091,000.

NOTE 6
Other income
The caption “Other income” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Sale of publications</td>
<td>838</td>
<td>874</td>
</tr>
<tr>
<td>Sale of tickets</td>
<td>1 763</td>
<td>2 129</td>
</tr>
<tr>
<td>Contributions from third parties</td>
<td>7 983</td>
<td>8 749</td>
</tr>
<tr>
<td>Other items</td>
<td>2 872</td>
<td>993</td>
</tr>
<tr>
<td></td>
<td>13 456</td>
<td>12 745</td>
</tr>
</tbody>
</table>

The caption “Contributions from third parties” refers to contributions made to scientific research projects, social and educational projects and projects in the area of artistic activities.

NOTE 7
Distribution and direct activities
Expenditure on the Foundation’s statutory purposes is divided as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Charity</td>
<td>8 896</td>
<td>8 610</td>
</tr>
<tr>
<td>Art</td>
<td>27 560</td>
<td>27 234</td>
</tr>
<tr>
<td>Education</td>
<td>16 068</td>
<td>18 843</td>
</tr>
<tr>
<td>Science</td>
<td>16 563</td>
<td>14 617</td>
</tr>
<tr>
<td></td>
<td>69 087</td>
<td>69 304</td>
</tr>
</tbody>
</table>

The caption “Distribution and direct activities” includes the amounts of €2,388,000 (2012: €2,647,000) and €20,824,000 (2012: €19,632,000) relating to amortisation and depreciation costs and personnel costs, respectively.

NOTE 8
Other administrative and operating costs
The caption “Other administrative and operating costs” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>22 664</td>
<td>22 745</td>
</tr>
<tr>
<td>Specialised works</td>
<td>6 673</td>
<td>5 260</td>
</tr>
<tr>
<td>Conservation and repair</td>
<td>414</td>
<td>393</td>
</tr>
<tr>
<td>Other supplies and services</td>
<td>5 326</td>
<td>5 260</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>3 613</td>
<td>3 546</td>
</tr>
<tr>
<td></td>
<td>38 690</td>
<td>37 204</td>
</tr>
</tbody>
</table>
The caption “Specialised works” includes the following amounts:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Auditing</td>
<td>341</td>
</tr>
<tr>
<td>Consultancy</td>
<td>1,217</td>
</tr>
<tr>
<td>Specialised IT services</td>
<td>989</td>
</tr>
<tr>
<td>Maintenance and preservation of equipment</td>
<td>669</td>
</tr>
<tr>
<td>Investment custody and consultancy of the investment portfolio</td>
<td>2,169</td>
</tr>
</tbody>
</table>

The caption “Other supplies and services” includes the following amounts:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Representation, travel and accommodation expenses</td>
<td>1,115</td>
</tr>
<tr>
<td>Rents, electricity and cleaning services and surveillance of buildings</td>
<td>1,939</td>
</tr>
</tbody>
</table>

The caption “Personnel costs” must take into consideration the amounts previously mentioned in Notes 7 and 8, with the following breakdown:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Remuneration of the Board of Trustees</td>
<td>1,460</td>
</tr>
<tr>
<td>Wages and salaries of employees</td>
<td>32,140</td>
</tr>
<tr>
<td>Social charges</td>
<td>7,037</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,851</td>
</tr>
<tr>
<td></td>
<td>43,488</td>
</tr>
</tbody>
</table>

The caption “Other personnel costs” includes the amount of €38,000 (2012: €111,000), relating to the contributions to the defined contribution pension plan of the Foundation’s employees.

The number of full-time employees is analysed as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Board of Trustees</td>
<td>9</td>
</tr>
<tr>
<td>Staff</td>
<td>-</td>
</tr>
<tr>
<td>- Permanent staff</td>
<td>513</td>
</tr>
<tr>
<td>- Contract staff</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>614</td>
</tr>
</tbody>
</table>

**NOTE 9**

**Employee benefits**

The caption “Employee benefits” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Pensions</td>
<td>10,310</td>
</tr>
<tr>
<td>Other benefits</td>
<td>639</td>
</tr>
<tr>
<td></td>
<td>10,949</td>
</tr>
</tbody>
</table>

**NOTE 10**

**Provisions**

“Provisions” are made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>-</td>
</tr>
<tr>
<td>Write-back for the year</td>
<td>(1,507)</td>
</tr>
<tr>
<td></td>
<td>(1,507)</td>
</tr>
</tbody>
</table>
NOTE 11
Impairment
“Impairment” for the year is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Impairment on intangible assets</td>
<td>(20 370)</td>
<td>(12 731)</td>
</tr>
<tr>
<td>Impairment on tangible fixed assets</td>
<td>(7 268)</td>
<td>(5 134)</td>
</tr>
<tr>
<td>Impairment on non-current financial assets</td>
<td>(11 331)</td>
<td>(2 455)</td>
</tr>
<tr>
<td></td>
<td>(38 969)</td>
<td>(20 320)</td>
</tr>
</tbody>
</table>

The caption “Impairment on intangible assets and tangible fixed assets” amounts to €27,638,000 which arises from the oil concessions in Brazil and Oman (2012: €17,865,000 arising from the oil concessions in Brazil, Angola and Kazakhstan).

NOTE 12
Amortisations and Depreciations
The caption “Amortisations and Depreciations” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Intangible assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploration rights</td>
<td>2 163</td>
<td>2 252</td>
</tr>
<tr>
<td>Concession rights</td>
<td>2 935</td>
<td>3 021</td>
</tr>
<tr>
<td>Software</td>
<td>328</td>
<td>601</td>
</tr>
<tr>
<td></td>
<td>5 426</td>
<td>5 874</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real estate</td>
<td>1 293</td>
<td>1 085</td>
</tr>
<tr>
<td>Equipment</td>
<td>2 945</td>
<td>2 791</td>
</tr>
<tr>
<td>Oil and gas production</td>
<td>11 100</td>
<td>14 805</td>
</tr>
<tr>
<td>Other assets</td>
<td>363</td>
<td>466</td>
</tr>
<tr>
<td></td>
<td>15 701</td>
<td>19 147</td>
</tr>
</tbody>
</table>

Amortisations and depreciations allocated to the caption

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Distribution and direct activities</td>
<td>(2 388)</td>
<td>(2 647)</td>
</tr>
<tr>
<td></td>
<td>18 739</td>
<td>22 374</td>
</tr>
</tbody>
</table>

“Amortisations and Depreciations” for the year include the amount of €2,388,000 (2012: €2,647,000), which is allocated to “Distribution and direct activities”, as mentioned in Note 7.
**NOTE 13**

**Intangible assets**

The caption “Intangible assets” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td><strong>Cost:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploration rights</td>
<td>53 777</td>
<td>57 350</td>
</tr>
<tr>
<td>Oil and gas exploration</td>
<td>81 247</td>
<td>85 215</td>
</tr>
<tr>
<td>Concession rights</td>
<td>56 649</td>
<td>59 213</td>
</tr>
<tr>
<td>Software</td>
<td>4 638</td>
<td>4 473</td>
</tr>
<tr>
<td>Other intangible assets</td>
<td>338</td>
<td>338</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>196 649</td>
<td>206 589</td>
</tr>
</tbody>
</table>

**Accumulated amortisation and impairment losses:**

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Accumulated amortisations</td>
<td>(34 560)</td>
<td>(30 872)</td>
</tr>
<tr>
<td>Accumulated impairment losses</td>
<td>(51 524)</td>
<td>(33 285)</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>(86 084)</td>
<td>(64 157)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total:</strong></td>
<td>110 565</td>
<td>142 432</td>
</tr>
</tbody>
</table>

The caption “Exploration rights” refers to the costs incurred with oil and gas exploration and production rights existing in Brazil, Angola and Kazakhstan and jointly controlled by the Group, which are amortised during the remaining period of the licence.

The caption “Oil and gas exploration” refers to investments made in oil and gas concessions in Brazil, Algeria, Angola and Portugal, which are jointly controlled.

The caption “Concession rights” refers to the values agreed for the establishment of agreements for the production of gas in Abu Dhabi.

Impairment losses for the year amounted to €20,370,000 (2012: €12,731,000), as mentioned in Note 11, and were determined in 2013 based on the success of exploratory wells and the market conditions in the oil and gas concessions of Brazil (2012: Brazil and Angola), as mentioned in Note 2.17.

The accruals of software at the Foundation, amounting to €197,000 (2012: €367,000) in value, were totally amortised during the year, as mentioned in Note 2.4.
The movements on the consolidated “Intangible assets” account during 2013 and 2012 have the following breakdown:

<table>
<thead>
<tr>
<th></th>
<th>EXPLORATION RIGHTS</th>
<th>OIL AND GAS EXPLORATION</th>
<th>CONCESSION RIGHTS</th>
<th>SOFTWARE</th>
<th>OTHER ASSETS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisition cost:</strong></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Balance at 31 December 2011</td>
<td>59 291</td>
<td>85 887</td>
<td>60 379</td>
<td>4 043</td>
<td>338</td>
<td>209 938</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>5 060</td>
<td>-</td>
<td>- 528</td>
<td>-</td>
<td>5 588</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(948)</td>
<td>-</td>
<td>(69)</td>
<td>-</td>
<td>(1 017)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(1 941)</td>
<td>(4 784)</td>
<td>(1 166)</td>
<td>(29)</td>
<td>-</td>
<td>(7 920)</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>57 350</td>
<td>85 215</td>
<td>59 213</td>
<td>4 473</td>
<td>338</td>
<td>206 589</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>2 400</td>
<td>-</td>
<td>210</td>
<td>-</td>
<td>2 610</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(3 573)</td>
<td>(6 368)</td>
<td>(2 564)</td>
<td>(45)</td>
<td>-</td>
<td>(12 550)</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>53 777</td>
<td>81 247</td>
<td>56 649</td>
<td>4 638</td>
<td>338</td>
<td>196 049</td>
</tr>
<tr>
<td>Amortisations and impairment losses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 31 December 2011</td>
<td>12 389</td>
<td>21 190</td>
<td>9 812</td>
<td>3 394</td>
<td>338</td>
<td>47 123</td>
</tr>
<tr>
<td>Amortisations for the year</td>
<td>2 252</td>
<td>-</td>
<td>3 021</td>
<td>601</td>
<td>-</td>
<td>5 874</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(69)</td>
<td>-</td>
<td>(65)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(538)</td>
<td>(636)</td>
<td>(250)</td>
<td>(78)</td>
<td>-</td>
<td>(1 502)</td>
</tr>
<tr>
<td>Impairment for the year</td>
<td>-</td>
<td>12 731</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12 731</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>14 103</td>
<td>33 285</td>
<td>12 583</td>
<td>3 848</td>
<td>338</td>
<td>64 157</td>
</tr>
<tr>
<td>Amortisations for the year</td>
<td>2 163</td>
<td>-</td>
<td>2 935</td>
<td>328</td>
<td>-</td>
<td>5 426</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(1 065)</td>
<td>(2 131)</td>
<td>(648)</td>
<td>(25)</td>
<td>-</td>
<td>(3 869)</td>
</tr>
<tr>
<td>Impairment for the year</td>
<td>-</td>
<td>20 370</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20 370</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>15 201</td>
<td>51 524</td>
<td>14 870</td>
<td>4 151</td>
<td>338</td>
<td>86 084</td>
</tr>
<tr>
<td>Net balance at 31 December 2012</td>
<td>43 247</td>
<td>51 930</td>
<td>48 630</td>
<td>625</td>
<td>-</td>
<td>142 432</td>
</tr>
<tr>
<td>Net balance at 31 December 2013</td>
<td>38 576</td>
<td>29 723</td>
<td>41 779</td>
<td>487</td>
<td>-</td>
<td>110 565</td>
</tr>
</tbody>
</table>
NOTE 14
Tangible fixed assets
The caption "Tangible fixed assets" is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Cost:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real estate</td>
<td>38,522</td>
<td>34,412</td>
</tr>
<tr>
<td>Equipment</td>
<td>42,205</td>
<td>39,755</td>
</tr>
<tr>
<td>Works of art</td>
<td>14,060</td>
<td>6,113</td>
</tr>
<tr>
<td>Oil and gas production</td>
<td>177,326</td>
<td>152,081</td>
</tr>
<tr>
<td>Other assets</td>
<td>4,128</td>
<td>3,781</td>
</tr>
<tr>
<td>Works in progress</td>
<td>16,850</td>
<td>2,561</td>
</tr>
<tr>
<td></td>
<td>291,091</td>
<td>238,703</td>
</tr>
<tr>
<td>Accumulated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>deprecations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and impairment losses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>deprecations</td>
<td>(124,724)</td>
<td>(112,168)</td>
</tr>
<tr>
<td>Accumulated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>impairment losses</td>
<td>(7,014)</td>
<td>(5,032)</td>
</tr>
<tr>
<td></td>
<td>(131,738)</td>
<td>(117,200)</td>
</tr>
<tr>
<td></td>
<td>159,353</td>
<td>121,503</td>
</tr>
</tbody>
</table>

The caption “Oil and gas production” includes investments made in the “Dunga Oil Field” project where a 20% share is held in partnership with Maersk (the operator) and the Oman Oil Company Ltd., amounting to €94,195,000 (2012: €84,458,000).

This caption also includes investments made in the “Mukhaizna Oil Field” project where a 1% share is held in partnership with other entities, with the operator being the Occidental Petroleum Co., amounting to €67,491,000 (2012: €44,526,000).

In 2013, an impairment loss of €7,074,000 was recorded. The recoverable amount of this loss was calculated based on the value of use, in accordance with the discounted cash flow method. The main assumptions used were as follows: i) a discount rate of 9.20% (2012: 8.60%); ii) the crude oil benchmark was Brent (2012: Brent); iii) the number of years until the end of the concession was 22 (2012: 23 years).

This caption also includes the amount of €8,724,000 (2012: €10,563,000), which corresponds to the investments made in the “Colibri” and “Cardeal” oil fields in Brazil. In 2009, these investments moved from the exploration phase to the development phase.
The movements occurring in the consolidated "Tangible fixed assets" account during 2013 and 2012 are made up as follows:

<table>
<thead>
<tr>
<th>REAL ESTATE</th>
<th>EQUIPMENT</th>
<th>WORKS OF ART</th>
<th>OIL AND GAS PRODUCTION</th>
<th>OTHER ASSETS</th>
<th>IN PROGRESS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
</tr>
</tbody>
</table>

**Acquisition cost:**

<table>
<thead>
<tr>
<th>Balance at 31 December 2011</th>
<th>35 928</th>
<th>45 925</th>
<th>5 380</th>
<th>132 073</th>
<th>4 651</th>
<th>-</th>
<th>223 957</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additions</td>
<td>-</td>
<td>2 130</td>
<td>733</td>
<td>23 996</td>
<td>185</td>
<td>2 561</td>
<td>29 615</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(1 516)</td>
<td>(8 296)</td>
<td>-</td>
<td>-</td>
<td>(1 017)</td>
<td>-</td>
<td>(10 829)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-</td>
<td>(4)</td>
<td>-</td>
<td>(3 988)</td>
<td>(48)</td>
<td>-</td>
<td>(4 040)</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>34 412</td>
<td>39 755</td>
<td>6 113</td>
<td>152 081</td>
<td>3 781</td>
<td>2 561</td>
<td>238 703</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>2 947</td>
<td>7 947</td>
<td>39 430</td>
<td>486</td>
<td>16 423</td>
<td>67 233</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(24)</td>
<td>(453)</td>
<td>-</td>
<td>(4 989)</td>
<td>(43)</td>
<td>-</td>
<td>(5 509)</td>
</tr>
<tr>
<td>Transfers</td>
<td>2 134</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2 134)</td>
<td>-</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-</td>
<td>(44)</td>
<td>-</td>
<td>(9 196)</td>
<td>(96)</td>
<td>-</td>
<td>(9 336)</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>36 522</td>
<td>42 205</td>
<td>14 060</td>
<td>177 326</td>
<td>4 128</td>
<td>16 850</td>
<td>291 091</td>
</tr>
</tbody>
</table>

**Depreciations**

<table>
<thead>
<tr>
<th>Balance at 31 December 2011</th>
<th>19 511</th>
<th>44 449</th>
<th>1 514</th>
<th>34 836</th>
<th>3 568</th>
<th>-</th>
<th>103 878</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation for the year</td>
<td>1 085</td>
<td>2 791</td>
<td>-</td>
<td>14 805</td>
<td>466</td>
<td>-</td>
<td>19 147</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(610)</td>
<td>(8 296)</td>
<td>-</td>
<td>-</td>
<td>(1 017)</td>
<td>-</td>
<td>(9 293)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-</td>
<td>(4)</td>
<td>-</td>
<td>(1 009)</td>
<td>(23)</td>
<td>-</td>
<td>(1 036)</td>
</tr>
<tr>
<td>Impairment for the year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5 134</td>
<td>-</td>
<td>-</td>
<td>5 134</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>19 986</td>
<td>38 940</td>
<td>1 514</td>
<td>53 766</td>
<td>2 994</td>
<td>-</td>
<td>117 200</td>
</tr>
<tr>
<td>Depreciations for the year</td>
<td>1 293</td>
<td>2 945</td>
<td>-</td>
<td>11 100</td>
<td>363</td>
<td>-</td>
<td>15 701</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(15)</td>
<td>(435)</td>
<td>-</td>
<td>(4 989)</td>
<td>(43)</td>
<td>-</td>
<td>(5 482)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-</td>
<td>(40)</td>
<td>-</td>
<td>(2 862)</td>
<td>(47)</td>
<td>-</td>
<td>(2 949)</td>
</tr>
<tr>
<td>Impairment for the year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7 223</td>
<td>45</td>
<td>-</td>
<td>7 268</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>21 264</td>
<td>41 410</td>
<td>1 514</td>
<td>64 238</td>
<td>3 312</td>
<td>-</td>
<td>131 738</td>
</tr>
<tr>
<td>Net balance at 31 December 2012</td>
<td>14 426</td>
<td>815</td>
<td>4 599</td>
<td>98 315</td>
<td>787</td>
<td>2 561</td>
<td>121 503</td>
</tr>
<tr>
<td>Net balance at 31 December 2013</td>
<td>15 258</td>
<td>795</td>
<td>12 546</td>
<td>113 088</td>
<td>816</td>
<td>16 850</td>
<td>159 353</td>
</tr>
</tbody>
</table>

The Group recognised a future obligation with the abandonment of wells and environmental problems at the end of concessions, amounting to €3,317,000 (2012: €3,484,000). This obligation is valued in the accounts at its fair value, as a cost of the related assets (oil and gas production) and recorded as a provision, as mentioned in Note 25.
The movements occurring in the Foundation’s “Tangible fixed assets” account during 2013 and 2012 are made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>Real Estate</th>
<th>Equipment</th>
<th>Works of Art</th>
<th>Other Assets</th>
<th>IN Progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
</tr>
<tr>
<td>Acquisition cost:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 31 December 2011</td>
<td>35 928</td>
<td>45 182</td>
<td>5 380</td>
<td>1 217</td>
<td>-</td>
<td>87 707</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>2 130</td>
<td>733</td>
<td>88</td>
<td>2 561</td>
<td>5 512</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(1 516)</td>
<td>(8 216)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(9 732)</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>34 412</td>
<td>39 096</td>
<td>6 113</td>
<td>1 305</td>
<td>2 561</td>
<td>83 487</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>2 788</td>
<td>7 947</td>
<td>92</td>
<td>16 423</td>
<td>27 250</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(24)</td>
<td>(226)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(250)</td>
</tr>
<tr>
<td>Transfers</td>
<td>2 134</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2 134)</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>36 522</td>
<td>41 658</td>
<td>14 060</td>
<td>1 397</td>
<td>16 850</td>
<td>110 487</td>
</tr>
</tbody>
</table>

Depreciations

<table>
<thead>
<tr>
<th></th>
<th>Real Estate</th>
<th>Equipment</th>
<th>Works of Art</th>
<th>Other Assets</th>
<th>IN Progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
</tr>
<tr>
<td>Balance at 31 December 2011</td>
<td>19 511</td>
<td>43 967</td>
<td>1 514</td>
<td>1 217</td>
<td>-</td>
<td>66 209</td>
</tr>
<tr>
<td>Depreciations for the year</td>
<td>1 085</td>
<td>2 652</td>
<td>-</td>
<td>88</td>
<td>-</td>
<td>3 825</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(610)</td>
<td>(8 216)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(8 826)</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>18 986</td>
<td>38 403</td>
<td>1 514</td>
<td>1 305</td>
<td>-</td>
<td>61 208</td>
</tr>
<tr>
<td>Depreciations for the year</td>
<td>1 293</td>
<td>2 820</td>
<td>-</td>
<td>92</td>
<td>-</td>
<td>4 205</td>
</tr>
<tr>
<td>Disposals/Sales</td>
<td>(16)</td>
<td>(208)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(223)</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>21 284</td>
<td>41 015</td>
<td>1 514</td>
<td>1 397</td>
<td>-</td>
<td>65 190</td>
</tr>
<tr>
<td>Net balance at 31 December 2012</td>
<td>14 426</td>
<td>693</td>
<td>4 599</td>
<td>-</td>
<td>2 561</td>
<td>22 279</td>
</tr>
<tr>
<td>Net balance at 31 December 2013</td>
<td>15 258</td>
<td>643</td>
<td>12 546</td>
<td>-</td>
<td>16 850</td>
<td>45 297</td>
</tr>
</tbody>
</table>

The caption “Works of Art” includes donations made during the year to the Modern Art Centre, amounting to €7,363,000 (2012: €425,000).

The caption “Tangible fixed assets” in progress includes the investment made in the refurbishment of the Grand Auditorium, amounting to €16,423,000.

The Foundation finances part of the acquisition of transport equipment through finance lease contracts.
At 31 December 2013, the gross value of tangible fixed assets financed through financial lease contracts amounted to €1,968,000 (2012: €2,122,000), accumulated amortisation to €1,468,000 (2012: €1,428,000), and the respective instalments due to €827,000 (2012: €1,123,000), as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TOTAL</td>
<td>LESS THAN ONE YEAR</td>
</tr>
<tr>
<td>Principal</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td></td>
<td>683</td>
<td>226</td>
</tr>
<tr>
<td>Interest owing</td>
<td>144</td>
<td>29</td>
</tr>
<tr>
<td>Instalments due</td>
<td>827</td>
<td>255</td>
</tr>
</tbody>
</table>

**NOTE 15**

**Non-current financial assets and advances**

The caption “Non-current financial assets and advances” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED 2013</th>
<th>CONSOLIDATED 2012</th>
<th>FOUNDATION 2013</th>
<th>FOUNDATION 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shares</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Investments in oil and gas companies</td>
<td>533 473</td>
<td>599 743</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other companies</td>
<td>1 523</td>
<td>3 249</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Funds</td>
<td>223 996</td>
<td>216 249</td>
<td>223 019</td>
<td>215 019</td>
</tr>
<tr>
<td></td>
<td>756 982</td>
<td>819 241</td>
<td>223 019</td>
<td>215 019</td>
</tr>
</tbody>
</table>

|                  | €’000             | €’000             | €’000           | €’000           |
| Non-current advances |                  |                   |                 |                 |
| Investments in oil and gas companies | 42 917          | 70 924           | -               | -               |
| Subsidiary companies | -              | -                | 406 272         | 406 272         |
| Other companies    | 6 291            | 8 386            | -               | -               |
|                  | 49 208           | 79 310           | 406 272         | 406 272         |
| Current advances   |                  |                   |                 |                 |
| Other companies    | 2 097            | 2 097            | -               | -               |
|                  | 810 297          | 900 648          | 629 291         | 621 291         |

Shares in investments in oil and gas companies are recorded at fair value, as described in Note 2.8. Valuations are carried out by independent bodies and reflect the present net value of estimated future cash flows, based on market assumptions.

Advances in investments in oil and gas companies are made in order to finance long-term assets, which are reimbursed at the end of the agreements for these advances and not remunerated during this period. These advances are recorded at their present discounted value, as mentioned in Note 2.8.

Non-current advances made to subsidiary companies, in the Foundation account, amounting to €406,272,000, refer to the loan granted by the Calouste Gulbenkian Foundation to its subsidiary company Partex Oil and Gas (Holdings) Corporation. This loan bears interest at the 6-month Euribor rate, plus a spread of 5.5%, for a period of 5 years.

The difference between the acquisition value and the fair value of financial assets is recorded in the Fair Value Reserve of the Capital Fund, as mentioned in Note 24.
At 31 December, 2013 and 2012, the consolidated “Non-current financial assets” account is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COST</td>
<td>FAIR VALUE</td>
<td>IMPAIRMENT LOSSES</td>
<td>BOOK VALUE</td>
</tr>
<tr>
<td>Shares</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
</tr>
<tr>
<td>ADPC/ADCO</td>
<td>10 449</td>
<td>-</td>
<td>-</td>
<td>10 449</td>
</tr>
<tr>
<td>PDO/POHOL</td>
<td>1 679</td>
<td>282 129</td>
<td>-</td>
<td>283 808</td>
</tr>
<tr>
<td>OLNG</td>
<td>2 282</td>
<td>175 588</td>
<td>-</td>
<td>177 870</td>
</tr>
<tr>
<td>Other investments</td>
<td>3 221</td>
<td>59 243</td>
<td>- (1 118)</td>
<td>61 346</td>
</tr>
<tr>
<td></td>
<td>17 631</td>
<td>516 960</td>
<td>(1 118)</td>
<td>533 473</td>
</tr>
<tr>
<td>Other companies</td>
<td>3 047</td>
<td>-</td>
<td>(1 524)</td>
<td>1 523</td>
</tr>
<tr>
<td>Investment Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property investment funds</td>
<td>70 957</td>
<td>8 660</td>
<td>- (2 947)</td>
<td>76 670</td>
</tr>
<tr>
<td>Venture capital investment funds</td>
<td>133 298</td>
<td>23 287</td>
<td>- (9 259)</td>
<td>147 326</td>
</tr>
<tr>
<td></td>
<td>204 255</td>
<td>31 947</td>
<td>(12 206)</td>
<td>223 996</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>224 933</td>
<td>548 907</td>
<td>(14 848)</td>
<td>758 992</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COST</td>
<td>FAIR VALUE</td>
<td>IMPAIRMENT LOSSES</td>
<td>BOOK VALUE</td>
</tr>
<tr>
<td>Shares</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
<td>€'000</td>
</tr>
<tr>
<td>ADPC/ADCO</td>
<td>10 922</td>
<td>41 802</td>
<td>-</td>
<td>52 524</td>
</tr>
<tr>
<td>PDO/POHOL</td>
<td>1 755</td>
<td>294 971</td>
<td>-</td>
<td>296 726</td>
</tr>
<tr>
<td>OLNG</td>
<td>2 385</td>
<td>205 209</td>
<td>-</td>
<td>207 594</td>
</tr>
<tr>
<td>Other investments</td>
<td>3 368</td>
<td>40 700</td>
<td>- (1 169)</td>
<td>42 899</td>
</tr>
<tr>
<td></td>
<td>18 430</td>
<td>582 482</td>
<td>(1 169)</td>
<td>599 743</td>
</tr>
<tr>
<td>Other companies</td>
<td>3 249</td>
<td>-</td>
<td>-</td>
<td>3 249</td>
</tr>
<tr>
<td>Investment Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property investment funds</td>
<td>70 957</td>
<td>7 035</td>
<td>(2 455)</td>
<td>75 537</td>
</tr>
<tr>
<td>Venture capital investment funds</td>
<td>126 673</td>
<td>14 039</td>
<td>-</td>
<td>140 712</td>
</tr>
<tr>
<td></td>
<td>197 630</td>
<td>21 074</td>
<td>(2 455)</td>
<td>216 249</td>
</tr>
</tbody>
</table>

The ADPC/ADCO concession ended at the beginning of 2014, and the Group is currently engaged in negotiating its renewal. The outcome of these negotiations is uncertain, but the Group is of the opinion that the negotiations will be successful and that the concession will be renewed.
The main assumptions used for calculating the fair value of oil and gas investments are presented below:

**Number of years until the end of the concession**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADPC/ADCO</td>
<td>1 year</td>
<td>2013</td>
</tr>
<tr>
<td>GASCO</td>
<td>15 years</td>
<td>16 years</td>
</tr>
<tr>
<td>PDO</td>
<td>31 years</td>
<td>32 years</td>
</tr>
<tr>
<td>OLNG</td>
<td>11 years</td>
<td>12 years</td>
</tr>
</tbody>
</table>

**Discount rate used:**

<table>
<thead>
<tr>
<th></th>
<th>ADPC/ADCO</th>
<th>GASCO</th>
<th>PDO</th>
<th>OLNG</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.05%</td>
<td>8.40%</td>
<td>9.20%</td>
<td>9.20%</td>
</tr>
</tbody>
</table>

**Crude oil benchmark:**

<table>
<thead>
<tr>
<th></th>
<th>ADPC/ADCO</th>
<th>GASCO</th>
<th>PDO</th>
<th>OLNG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brent</td>
<td>Brent</td>
<td></td>
<td></td>
<td>JCC*</td>
</tr>
</tbody>
</table>

*JCC = Japan Crude Cocktail*

The sensitivity analysis involved in the calculation of fair value, prepared by the Foundation to take account of potential variations in the price of a barrel of Brent crude oil (low and high price scenarios) and interest rates (200bp) is presented as follows:

<table>
<thead>
<tr>
<th></th>
<th>MAXIMUM</th>
<th>CURRENT</th>
<th>MINIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>GASCO</td>
<td>69 756</td>
<td>61 345</td>
<td>52 280</td>
</tr>
<tr>
<td>PDO</td>
<td>352 694</td>
<td>283 808</td>
<td>214 923</td>
</tr>
<tr>
<td>OLNG</td>
<td>215 648</td>
<td>177 670</td>
<td>140 091</td>
</tr>
</tbody>
</table>

The sensitivity analysis demonstrated above is based on the estimates made by a vast group of well-known financial and non-financial institutions, and includes the interest rates published by the Energy Information Administration (EIA).

At 31 December 2013 and 2012, the Consolidated “Advances” account is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advances</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments in oil and gas companies</td>
<td>44 891</td>
<td>72 988</td>
</tr>
<tr>
<td>Other companies</td>
<td>8 388</td>
<td>10 483</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>53 279</strong></td>
<td><strong>83 471</strong></td>
</tr>
</tbody>
</table>

**Impairment**

<table>
<thead>
<tr>
<th></th>
<th>Ị adolescents</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1 974)</td>
<td>(2 064)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51 305</strong></td>
<td><strong>81 407</strong></td>
</tr>
</tbody>
</table>
The “Advances” broken down by maturity are as follows:

<table>
<thead>
<tr>
<th>Maturity</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>€'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>From 3 months to 1 year</td>
<td>2,097</td>
<td>2,097</td>
</tr>
<tr>
<td>From 1 year to 5 years</td>
<td>49,208</td>
<td>79,310</td>
</tr>
<tr>
<td>Total</td>
<td>51,305</td>
<td>81,407</td>
</tr>
</tbody>
</table>

The “Impairment of advances” in investments in oil and gas companies, amounting to €1,974,000 (2012: €2,064,000), refers to amounts that were handed to GISCO.

The assumptions made for calculating the current discounted value of advances in investments in oil and gas companies are presented within the intervals shown below:

<table>
<thead>
<tr>
<th>Maturity</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.50%</td>
<td>1.7% - 1.5%</td>
<td>1-5 anos</td>
</tr>
</tbody>
</table>

The movements occurring in the “Impairment losses” account in “Non-current financial assets” at the Foundation are presented as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>€'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>2,455</td>
<td>-</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>9,751</td>
<td>2,455</td>
</tr>
<tr>
<td>Write-off</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>12,206</td>
<td>2,455</td>
</tr>
</tbody>
</table>

In the case of listed and unlisted securities, the “Consolidated” account for this caption is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>€'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Listed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlisted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shares</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments in oil and gas companies</td>
<td>-</td>
<td>533,473</td>
</tr>
<tr>
<td>Other companies</td>
<td>-</td>
<td>1,523</td>
</tr>
<tr>
<td>Investment Funds</td>
<td>76,670</td>
<td>147,326</td>
</tr>
<tr>
<td>Total</td>
<td>76,670</td>
<td>682,322</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>€'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Listed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlisted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shares</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments in oil and gas companies</td>
<td>-</td>
<td>599,743</td>
</tr>
<tr>
<td>Other companies</td>
<td>-</td>
<td>3,249</td>
</tr>
<tr>
<td>Investment Funds</td>
<td>75,537</td>
<td>1,410,712</td>
</tr>
<tr>
<td>Total</td>
<td>75,537</td>
<td>2,013,704</td>
</tr>
</tbody>
</table>

At the Foundation, the “Unlisted investment funds” amount to €146,349,000 (2012: €139,482,000) and the “Listed investment funds” amount to €76,670,000 (2012: €75,537,000).

At 31 December 2013 and 2012, “Non-current financial assets” had the following periods to maturity:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>€'000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>From 3 months to 1 year</td>
<td>15,218</td>
<td>11,618</td>
<td>15,218</td>
<td>11,618</td>
</tr>
<tr>
<td>From 1 year to 5 years</td>
<td>202,151</td>
<td>198,667</td>
<td>201,173</td>
<td>197,437</td>
</tr>
<tr>
<td>Over 5 years</td>
<td>6,628</td>
<td>5,964</td>
<td>6,628</td>
<td>5,964</td>
</tr>
<tr>
<td>Indeterminate duration</td>
<td>534,995</td>
<td>602,992</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>758,992</td>
<td>819,241</td>
<td>223,019</td>
<td>215,019</td>
</tr>
</tbody>
</table>
“Non-current financial assets” are valued in accordance with the following hierarchy:

Market quotation prices (level 1) – included in this category are the quotations available in official markets and those disclosed by entities that normally provide transaction prices for these assets/liabilities traded in liquid markets.

Valuation methods with parameters/prices observable in the market (level 2) – this consists of using internal valuation methods, namely discounted cash flow models and options pricing models, which involve the use of estimates and require judgements that vary according to the complexity of the products being valued.

Valuation methods with parameters that are not observable in the market (level 3) – included in this category are valuations made using internal valuation models or quotations provided by third parties using parameters that are not observable in the market.

During 2013 and 2012, the movements of the financial assets valued through the use of methods with parameters that are not observable in the market can be analysed as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Balance at 1 January 2013</td>
<td>739 224</td>
</tr>
<tr>
<td>Purchases</td>
<td>6 624</td>
</tr>
<tr>
<td>Changes in fair value</td>
<td>(66 027)</td>
</tr>
<tr>
<td>Transfers</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>679 821</td>
</tr>
</tbody>
</table>

In 2012, the “Transfers” taking place at level 3, amounting to €6,884,000 correspond to the fair value of the “Caravela Fund”, at the date of its reclassification from “Current Financial Assets” to “Non-current Financial Assets”, as mentioned in Note 18.

At 1 January 2012, the Foundation transferred two funds from “Current Financial Assets” to “Non-current Financial Assets”: the fair value of these funds at the date of their reclassification amounted to €14,196,000, which was considered as the cost value recorded in “Non-current Assets”.

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td></td>
<td>2012</td>
</tr>
<tr>
<td>Level 1</td>
<td>76 670</td>
</tr>
<tr>
<td>Level 2</td>
<td>2 501</td>
</tr>
<tr>
<td>Level 3</td>
<td>679 821</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>758 992</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AT THE TRANSFER DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQUISITION VALUE</td>
</tr>
<tr>
<td>€’000</td>
</tr>
<tr>
<td>Caravela Fund</td>
</tr>
<tr>
<td>Sete Colinas Fund</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
If the assets had not been reclassified, the impact on the Foundation’s and the consolidated financial statements would have been as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 2012 2013 2012</td>
</tr>
<tr>
<td>€’000 €’000 €’000 €’000</td>
</tr>
</tbody>
</table>

Assets and liabilities at fair value through results

Impact on the results for the year

- (1 425) (2 470) (1 425) (2 470)

NOTE 16
Deferred tax assets and liabilities

As stated in Note 2.19, the Calouste Gulbenkian Foundation is exempt from corporate taxes. Consequently, the taxes that are presented relate to the subsidiary companies.

The Foundation’s subsidiary companies with head offices in Portugal are subject to the payment of corporate taxes (IRC) and the corresponding municipal surcharge.

The calculation of current and deferred taxes for the year ending on 31 December 2013 was based on a nominal rate of corporate tax and a municipal surcharge of 26.5%, under the terms of Law No. 107–B/2003, of 31 December, and Law No. 2/2007, of 15 January (which approved the Local Finance Law), to which was added an additional state surcharge of 5%, which is levied on taxable profits over €7.5 million, under the terms of Law No. 66-B/2012, of 31 December (the State Budget Law for 2013).

The calculation of current taxes for 2012 was based on a nominal rate of corporate tax and a municipal surcharge of 26.5%, under the terms of Law No. 107–B/2003, of 31 December, and Law No. 2/2007, of 15 January (which approved the Local Finance Law), to which was added an additional state surcharge of 5%, which is levied on taxable profits over €10 million, under the terms of Law No. 64–B/2011, of 30 December (the State Budget Law for 2012).

Through Law No. 2/2014, of 16 January, several changes were introduced to the Corporate Income Tax Code (Código do Imposto sobre o Rendimento das Pessoas Coletivas – IRC), which had an impact at the level of deferred taxes calculated on 31 December 2013. The most significant impacts were:

- the reduction in the rate of corporate income tax from 25% to 23% and the creation of a state surcharge of 7% applicable to the part of the taxable profit that is over €35,000,000;
- the alteration of the deadline for reporting tax losses (calculated in the years that begin on or after 1 January 2014) from 5 to 12 years;
- the non-taxation of taxable capital gains and the non-deduction of tax losses calculated on the sale of parts of capital, provided that a series of requirements are met, and the full deduction of tax losses calculated on parts of capital arising from the liquidation of companies.

The charges incurred with taxes on profits, with reference to 2013 in the “Consolidated account”, are made up as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 2012</td>
</tr>
<tr>
<td>€’000 €’000</td>
</tr>
</tbody>
</table>

Current tax

- (1 545) (865)

Deferred tax

- (4 647) (15 952)

(6 192) (15 957)
The deferred tax assets and liabilities recognised in the balance sheet at 31 December 2013 and 2012 are made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>ASSETS</th>
<th>LIABILITIES</th>
<th>NET</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2013</td>
<td>2013</td>
</tr>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td></td>
</tr>
<tr>
<td>Tax losses brought forward</td>
<td>479</td>
<td>-</td>
<td>479</td>
</tr>
<tr>
<td>Provisions not accepted for tax purposes</td>
<td>274</td>
<td>-</td>
<td>274</td>
</tr>
<tr>
<td>Tangible and intangible fixed assets</td>
<td>-</td>
<td>(19 225)</td>
<td>(19 225)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>753</strong></td>
<td><strong>(19 225)</strong></td>
<td><strong>(18 472)</strong></td>
</tr>
</tbody>
</table>

The movements on the deferred tax captions in the balance sheet were offset as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Initial Balance</td>
<td>(14 621)</td>
</tr>
<tr>
<td>Recognised in the statement of comprehensive income</td>
<td>(4 647)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>796</td>
</tr>
<tr>
<td><strong>Final Balance</strong></td>
<td><strong>(18 472)</strong></td>
</tr>
</tbody>
</table>

The Group does not recognise deferred tax assets in relation to tax losses brought forward that are incurred by certain subsidiaries, as it cannot be expected that these losses will be recovered in the near future. At 31 December, tax credits brought forward for which deferred tax assets were not recognised amounted to €21,784,000 (2012: €22,207,000).

**NOTE 17**

**Investments in subsidiaries**

The caption “Investments in subsidiaries” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Partex Oil and Gas (Holdings) Corporation</td>
<td>525 985</td>
</tr>
<tr>
<td>Economic and General Secretariat Limited</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>526 013</strong></td>
</tr>
</tbody>
</table>

The value of these investments was reassessed at 31 December 2013 and 2012, increasing the fair value reserve to €525,932,000 (2012: €588,051,000).

The difference between the acquisition value and the fair value is recorded in the fair value reserve of the Capital Fund, as mentioned in Note 24.
At 31 December 2013, the subsidiary companies consolidated by the Foundation’s integral consolidation method were as follows:

<table>
<thead>
<tr>
<th>SUBSIDIARY</th>
<th>HEAD OFFICE</th>
<th>CAPITAL</th>
<th>CURRENCY</th>
<th>ASSETS</th>
<th>LIABILITIES</th>
<th>EQUITY</th>
<th>INCOME</th>
<th>NET INCOME</th>
<th>% ECONOMIC ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>%</td>
</tr>
</tbody>
</table>

**Directly held:**

- **Partex Oil and Gas (Holdings) Corporation**
  - Cayman Islands
  - 50,000 USD
  - 831,550
  - 811,322
  - 20,228
  - -
  - 12,677
  - 100
  - c)

- **Economic and General Secretariat Limited (*)**
  - England
  - 4,000 GBP
  - -
  - -
  - -
  - -
  - 100
  - b)

**Indirectly held (through Partex Oil and Gas (Holdings) Corporation):**

- **Participations and Explorations Corporation**
  - Panama
  - 2,800 USD
  - 721,724
  - 650,480
  - 71,244
  - 21,713
  - 13,963
  - 100
  - a)

- **Partex (Oman) Corporation**
  - Panama
  - 2,500 USD
  - 1,633,921
  - 668,299
  - 965,622
  - 150,482
  - 40,015
  - 100
  - a)

- **Partex Gas Corporation**
  - Panama
  - 2,000,000 USD
  - 216,019
  - 101,081
  - 114,938
  - 14,137
  - (1,647)
  - 100
  - a)

- **Partex (Kazakhstan) Corporation**
  - Cayman Islands
  - 5,000 USD
  - 211,823
  - 2,211,904
  - (10,081)
  - 18,687
  - (7,169)
  - 100
  - a)

- **Partex (Oman) Services, S.A.**
  - Liechtenstein
  - 500,000 EUR
  - 3,611
  - 1,2517
  - 1,094
  - 13,395
  - 205
  - 100
  - b)

- **Partex Services Brasil Ltda.**
  - Brazil
  - 1,000,000 BRL
  - 46,707
  - 191,437
  - (142,730)
  - 4,631
  - (60,542)
  - 100
  - a)

- **Partex (Brazil) Corporation**
  - Cayman Islands
  - 50,000 USD
  - 179,308
  - 178,067
  - 1,221
  - -
  - (1,135)
  - 100
  - c)

- **Partex (Algeria) Corporation**
  - Cayman Islands
  - 50,000 USD
  - 8,285
  - 11,356
  - (3,071)
  - -
  - (848)
  - 100
  - a)

- **Partex (Angola) Corporation**
  - Cayman Islands
  - 50,000 USD
  - 67,009
  - 84,503
  - (17,494)
  - -
  - (1,812)
  - 100
  - a)

- **Partex Services Brasil Petróleos Ltd.**
  - Brazil
  - 3,500,000 BRL
  - 2,095
  - 200
  - 1,895
  - 1,172
  - (472)
  - 100
  - b)

- **Partex (Iberia), S.A.**
  - Portugal
  - 3,450,000 EUR
  - 26,476
  - 22,537
  - 3,939
  - -
  - 716
  - 100
  - a)

**Through Partex Services Corporation**

- **Partex Services Portugal - Serviços para a Indústria Petrolífera, S.A.**
  - Portugal
  - 50,000 EUR
  - 3,611
  - 2,517
  - 1,094
  - 13,395
  - 205
  - 100
  - b)

a) Companies with investments in oil concessions or contractual operations.
b) Provider of services to the Group’s companies.
c) Financial investment manager.
(*) This subsidiary is currently dormant.
### NOTE 18

**Current financial assets and liabilities**

The caption “Current financial assets and liabilities” is made up as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>Bonds and other fixed-yield securities</td>
<td>€'000</td>
</tr>
<tr>
<td>From public issuers</td>
<td>386,128</td>
</tr>
<tr>
<td>From other issuers</td>
<td>133,812</td>
</tr>
<tr>
<td>Shares</td>
<td>869,921</td>
</tr>
<tr>
<td>Investment funds</td>
<td></td>
</tr>
<tr>
<td>Liquidity</td>
<td>18,853</td>
</tr>
<tr>
<td>Shares</td>
<td>194,599</td>
</tr>
<tr>
<td>Bonds</td>
<td>136,417</td>
</tr>
<tr>
<td>Others</td>
<td>49,946</td>
</tr>
<tr>
<td>Derivatives</td>
<td></td>
</tr>
<tr>
<td>Financial instruments with positive fair value</td>
<td></td>
</tr>
<tr>
<td>Forwards</td>
<td>13,241</td>
</tr>
<tr>
<td>Spots</td>
<td>2</td>
</tr>
<tr>
<td>Futures</td>
<td>374</td>
</tr>
<tr>
<td>Options</td>
<td>-</td>
</tr>
<tr>
<td>Derivatives</td>
<td></td>
</tr>
<tr>
<td>Financial instruments with negative fair value</td>
<td></td>
</tr>
<tr>
<td>Forwards</td>
<td>(208)</td>
</tr>
<tr>
<td>Spots</td>
<td>(1)</td>
</tr>
<tr>
<td>Futures</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>1,803,085</td>
</tr>
</tbody>
</table>

At 1 January 2012, the Foundation reclassified the “Caravela” and “Sete Colinas” funds from other current investment funds to non-current financial assets, as mentioned in Note 15. The fair value of these funds at the date of their reclassification amounted to €14,196,000.

At 31 December 2013 and 2012, “Current financial assets and liabilities” had the following periods to maturity:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>Up to 3 months</td>
<td>€'000</td>
</tr>
<tr>
<td>From 3 months to 1 year</td>
<td>13,417</td>
</tr>
<tr>
<td>From 1 year to 5 years</td>
<td>254,213</td>
</tr>
<tr>
<td>Over 5 years</td>
<td>264,114</td>
</tr>
<tr>
<td>Indeterminate duration</td>
<td>1,269,766</td>
</tr>
<tr>
<td>Total</td>
<td>1,803,085</td>
</tr>
</tbody>
</table>
At 31 December 2013 and 2012, in the case of listed and unlisted securities, the caption “Current financial assets and liabilities” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LISTED</td>
<td>UNLISTED</td>
<td>TOTAL</td>
</tr>
<tr>
<td>Bonds and other fixed-yield securities</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>From public issuers</td>
<td>355 715</td>
<td>30 413</td>
<td>386 128</td>
</tr>
<tr>
<td>From other issuers</td>
<td>132 709</td>
<td>1 103</td>
<td>133 812</td>
</tr>
<tr>
<td>Shares</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other variable-yield securities</td>
<td>869 845</td>
<td>76</td>
<td>869 921</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liquidity</td>
<td>18 853</td>
<td>-</td>
</tr>
<tr>
<td>Shares</td>
<td>194 599</td>
<td>-</td>
</tr>
<tr>
<td>Bonds</td>
<td>136 417</td>
<td>-</td>
</tr>
<tr>
<td>Others</td>
<td>49 370</td>
<td>576</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Derivatives</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Forwards</td>
<td>13 034</td>
</tr>
<tr>
<td>Spot</td>
<td>-</td>
</tr>
<tr>
<td>Futures</td>
<td>374</td>
</tr>
</tbody>
</table>

The Foundation’s “Current financial assets and liabilities” are valued in accordance with the following hierarchy:

- **Market quotation prices (level 1)** – included in this category are the quotations available in official markets and those disclosed by entities that normally provide transaction prices for these assets/liabilities traded in liquid markets.

- **Valuation methods with parameters/prices observable in the market (level 2)** – this consists of using internal valuation methods, namely discounted cash flow models and options pricing models, which involve the use of estimates and require judgements that vary according to the complexity of the products being valued.

- **Valuation methods with parameters that are not observable in the market (level 3)** – included in this category are valuations made using internal valuation models or quotations provided by third parties using parameters that are not observable in the market.
At 31 December 2013 and 2012, the caption “Current financial assets and liabilities” had the following breakdown by levels of valuation:

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds and other fixed-yield securities</td>
<td>488,024</td>
<td>31,489</td>
<td>27</td>
</tr>
<tr>
<td>Shares</td>
<td>868,845</td>
<td>-</td>
<td>76</td>
</tr>
<tr>
<td>Investment funds</td>
<td>399,239</td>
<td>-</td>
<td>576</td>
</tr>
<tr>
<td>Derivatives</td>
<td>13,409</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,770,917</strong></td>
<td><strong>31,489</strong></td>
<td><strong>679</strong></td>
</tr>
</tbody>
</table>

During 2013 and 2012, the movements of the financial assets valued using methods with parameters that are not observable in the market can be analysed as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
</tr>
<tr>
<td>€'000</td>
</tr>
<tr>
<td>Balance at 1 January</td>
</tr>
<tr>
<td>Purchases</td>
</tr>
<tr>
<td>Sales</td>
</tr>
<tr>
<td>Transfers</td>
</tr>
<tr>
<td>Changes in fair value</td>
</tr>
<tr>
<td>Balance at 31 December</td>
</tr>
</tbody>
</table>

In 2012, the “Transfers” amounting to €6,884,000 correspond to the fair value of the “Caravela fund”, at the date of its reclassification from “Current Financial Assets” to “Non-Current Financial Assets”, as mentioned in Note 15.

With reference to 31 December 2013 and 2012, the Foundation’s exposure to the securitised sovereign debt of European Union countries in a bailout situation is presented as follows:

<table>
<thead>
<tr>
<th>Financial assets held for training</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
</tr>
<tr>
<td>Hungary</td>
</tr>
<tr>
<td>Italy</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial assets held for training</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
</tr>
<tr>
<td>Portugal</td>
</tr>
<tr>
<td>Hungary</td>
</tr>
<tr>
<td>Ireland</td>
</tr>
<tr>
<td>Italy</td>
</tr>
<tr>
<td>Spain</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
At 31 December 2013 and 2012, derivative financial assets and liabilities are made up as follows:

<table>
<thead>
<tr>
<th>Notional</th>
<th>Fair Value</th>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
</tbody>
</table>

**Foreign exchange contracts**

- **Forward purchase**: 837 791
- **Forward sale**: (837 791)
- **Spot purchase**: 938
- **Spot sale**: (938)

**Share contracts/indexes**

- **Futures**: 214
- **Options**: -

- **2013**: 214 13 617 (208)

**Foreign exchange contracts**

- **Forward purchase**: 377 644
- **Forward sale**: (377 644)
- **Spot purchase**: 1 597
- **Options**: 15

**Share contracts/indexes**

- **Futures**: 1 597
- **Options**: 15

**2012**: 1 612 1 288 (742)

At 31 December 2013 and 2012, derivative financial assets and liabilities had the following periods to maturity:

<table>
<thead>
<tr>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
</tr>
<tr>
<td>€’000</td>
</tr>
<tr>
<td>Up to 3 months</td>
</tr>
<tr>
<td>From 3 months to 1 year</td>
</tr>
<tr>
<td><strong>13 409</strong></td>
</tr>
</tbody>
</table>

**NOTE 19**

**Other treasury applications**
The caption “Other treasury applications”, amounting to €30,679,000 (2012: €159,200,000), refers to treasury applications with a period to maturity of up to or less than 3 months, which are recorded at their amortised cost.

**NOTE 20**

**Inventories**
The caption “Inventories” is made up as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
</tr>
<tr>
<td>€’000</td>
</tr>
<tr>
<td>Crude oil</td>
</tr>
<tr>
<td>Other materials</td>
</tr>
<tr>
<td>Publications</td>
</tr>
<tr>
<td><strong>10 923</strong></td>
</tr>
</tbody>
</table>

The caption “Publications”, amounting to €3,038,000 (2012: €2,588,000), refers to the Foundation’s own publications.
NOTE 21
Debtors
The caption “Debtors” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Subsidiaries</td>
<td>€'000</td>
<td>€'000</td>
</tr>
<tr>
<td>Debtors (oil and gas investments)</td>
<td>130,389</td>
<td>126,792</td>
</tr>
<tr>
<td>Expenses with deferred costs</td>
<td>720</td>
<td>793</td>
</tr>
<tr>
<td>Sundry debtors</td>
<td>13,703</td>
<td>17,973</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>144,812</td>
<td>145,558</td>
</tr>
</tbody>
</table>

The caption “Subsidiaries” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>Interest on advances</td>
<td>€'000</td>
</tr>
<tr>
<td>Other receivables</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13,888</td>
</tr>
</tbody>
</table>

The caption “Sundry debtors” includes the amount of €129,000 (2012: €121,000) relating to a contribution to the open pensions fund “Fundo de Pensões Aberto BPI Ações”, in accordance with the Complementary Defined Contribution Pensions Plan (PCPCD).

NOTE 22
Cash and cash equivalents
The caption “Cash and cash equivalents” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Cash</td>
<td>€'000</td>
<td>€'000</td>
</tr>
<tr>
<td>Deposits</td>
<td>137,351</td>
<td>68,397</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>137,510</td>
<td>68,568</td>
</tr>
</tbody>
</table>

NOTE 23
Capital received from the Founder
The caption “Capital received from the Founder”, amounting to €11,746,690 refers to the amount received from the Founder, Mr. Calouste Sarkis Gulbenkian.
NOTE 24
Reserves
During 2013 and 2012, the movements occurring under “Reserves” in the Consolidated accounts were as follows:

<table>
<thead>
<tr>
<th></th>
<th>FAIR VALUE RESERVES</th>
<th>OTHER RESERVES</th>
<th>ACTUARIAL GAINS RESERVE</th>
<th>EXCHANGE DIFFERENCES</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Balance at 31 December 2011</td>
<td>620 909</td>
<td>2 048 547</td>
<td>-</td>
<td>2 265</td>
<td>2 671 721</td>
</tr>
<tr>
<td>“Change in the accounting policy for the recognition of actuarial deviations”</td>
<td>-</td>
<td>-</td>
<td>(19 929)</td>
<td>-</td>
<td>(19 929)</td>
</tr>
<tr>
<td>Formation of reserves</td>
<td>-</td>
<td>(37 928)</td>
<td>-</td>
<td>-</td>
<td>(37 928)</td>
</tr>
<tr>
<td>Balance at 1 January 2012 (Re-stated)</td>
<td>620 909</td>
<td>2 010 619</td>
<td>(19 929)</td>
<td>2 265</td>
<td>2 613 864</td>
</tr>
<tr>
<td>Changes in fair value</td>
<td>(17 353)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(17 353)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(5 084)</td>
<td>(5 084)</td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>-</td>
<td>-</td>
<td>(8 550)</td>
<td>-</td>
<td>(8 550)</td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>-</td>
<td>425</td>
<td>-</td>
<td>-</td>
<td>425</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>603 556</td>
<td>2 011 044</td>
<td>(28 479)</td>
<td>(2 819)</td>
<td>2 583 302</td>
</tr>
<tr>
<td>Changes in fair value</td>
<td>(54 648)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(54 648)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(24 826)</td>
<td>(24 826)</td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>-</td>
<td>-</td>
<td>(25 993)</td>
<td>-</td>
<td>(25 993)</td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>-</td>
<td>7 363</td>
<td>-</td>
<td>-</td>
<td>7 363</td>
</tr>
<tr>
<td>Formation of reserves</td>
<td>-</td>
<td>151 593</td>
<td>-</td>
<td>-</td>
<td>151 593</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>548 907</td>
<td>2 170 000</td>
<td>(54 472)</td>
<td>(27 645)</td>
<td>2 636 790</td>
</tr>
</tbody>
</table>
During 2013 and 2012, the movements occurring under “Reserves” in the Foundation’s accounts were as follows:

<table>
<thead>
<tr>
<th>FAIR VALUE RESERVES</th>
<th>SUBSIDIARIES</th>
<th>NON-CURRENT FINANCIAL ASSETS</th>
<th>ACTUARIAL GAINS RESERVE</th>
<th>OTHER RESERVES</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Balance at 31 December 2011</td>
<td>1 120 341</td>
<td>10 916</td>
<td>-</td>
<td>1 600 338</td>
<td>2 731 595</td>
</tr>
<tr>
<td>“Change in the accounting policy for the recognition of actuarial deviations”</td>
<td>202</td>
<td>-</td>
<td>(20 131)</td>
<td>-</td>
<td>(19 929)</td>
</tr>
<tr>
<td>Formation of reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(97 802)</td>
<td>(97 802)</td>
</tr>
<tr>
<td>Balance at 1 January 2012 (Re-stated)</td>
<td>1 120 543</td>
<td>10 916</td>
<td>(20 131)</td>
<td>(1 502 536)</td>
<td>2 613 864</td>
</tr>
<tr>
<td>Changes in fair value</td>
<td>(532 492)</td>
<td>(7 701)</td>
<td>-</td>
<td>-</td>
<td>(540 193)</td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>-</td>
<td>-</td>
<td>(8 471)</td>
<td>-</td>
<td>(8 471)</td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>425</td>
<td>425</td>
</tr>
<tr>
<td>Balance at 31 December 2012</td>
<td>588 051</td>
<td>3 215</td>
<td>(28 602)</td>
<td>1 502 961</td>
<td>2 065 625</td>
</tr>
<tr>
<td>Changes in fair value</td>
<td>(62 119)</td>
<td>11 125</td>
<td>-</td>
<td>-</td>
<td>(50 994)</td>
</tr>
<tr>
<td>Gifts and legacies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7 363</td>
<td>7 363</td>
</tr>
<tr>
<td>Actuarial deviations</td>
<td>-</td>
<td>-</td>
<td>(25 878)</td>
<td>-</td>
<td>(25 878)</td>
</tr>
<tr>
<td>Formation of reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>669 270</td>
<td>669 270</td>
</tr>
<tr>
<td>Balance at 31 December 2013</td>
<td>525 932</td>
<td>14 340</td>
<td>(54 480)</td>
<td>2 179 594</td>
<td>2 665 386</td>
</tr>
</tbody>
</table>

The “Fair value reserve” in 2013 and 2012, in both the Consolidated and the Foundation’s accounts, is explained as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Subsidiaries</td>
<td>-</td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>548 907</td>
</tr>
<tr>
<td></td>
<td>14 340</td>
</tr>
<tr>
<td></td>
<td>591 266</td>
</tr>
</tbody>
</table>

The changes in the fair value reserve in 2013 and 2012 in both the “Consolidated” and the Foundation’s accounts are explained as follows:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>€’000</td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>603 556</td>
</tr>
<tr>
<td>Changes in fair value</td>
<td>(65 980)</td>
</tr>
<tr>
<td>Impairment for the year</td>
<td>11 331</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>548 907</td>
</tr>
</tbody>
</table>

The “Fair value reserve” records, at the balance sheet date, the accumulated changes in the fair value of “Non-current financial assets” and investments in subsidiaries.
The caption “Exchange differences” arising on consolidation shows the effect of changes in the share capital recorded in local currency for each consolidated company.

At 31 December 2013, the caption “Other reserves” includes the amount of €7,363,000 (2012: €425,000) relating to donations of works of art to the Foundation.

The exchange rates used in the preparation of the Financial Statements are analysed as follows:

<table>
<thead>
<tr>
<th>CURRENCY</th>
<th>2013 Year-End Exchange Rate</th>
<th>2012 Year-End Exchange Rate</th>
<th>2013 Average Exchange Rate</th>
<th>2012 Average Exchange Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar – USD</td>
<td>1.3791</td>
<td>1.3308</td>
<td>1.3194</td>
<td>1.2932</td>
</tr>
<tr>
<td>Pound Sterling – GBP</td>
<td>0.8337</td>
<td>0.8239</td>
<td>0.8161</td>
<td>0.8119</td>
</tr>
<tr>
<td>Swiss Franc – CHF</td>
<td>1.2276</td>
<td>1.2314</td>
<td>1.2072</td>
<td>1.2044</td>
</tr>
<tr>
<td>Brazilian Real – BRL</td>
<td>3.2576</td>
<td>2.8945</td>
<td>2.7036</td>
<td>2.5008</td>
</tr>
</tbody>
</table>

**NOTE 25**

**Provisions**

The caption “Provisions” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>Provision for pension plans</td>
<td>224 616</td>
<td>205 451</td>
</tr>
<tr>
<td>Provision for other employee benefits</td>
<td>7 912</td>
<td>7 837</td>
</tr>
<tr>
<td>Provision for removal and restoration</td>
<td>3 317</td>
<td>3 484</td>
</tr>
<tr>
<td>Other provisions</td>
<td>357</td>
<td>372</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>236 282</strong></td>
<td><strong>217 144</strong></td>
</tr>
</tbody>
</table>

**Provision for pension plans**

The Foundation has undertaken the responsibility to pay pensions to employees on their retirement, through old age, disability or pre-retirement, as set out in the “Regulations of the Staff Pension Plan” (1979) and in the “Pensions Plan” (1997).

These pensions are complementary to the pensions awarded by the Social Security and are calculated according to the length of service of each employee. A provision has been created to cover this liability based on an estimate of the capital required to pay the benefits to existing pensioners and future benefits to current employees.

The number of participants in these pension plans is as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>Active employees</td>
<td>418</td>
<td>428</td>
</tr>
<tr>
<td>Pre-retirement</td>
<td>51</td>
<td>52</td>
</tr>
<tr>
<td>Pensioners</td>
<td>917</td>
<td>941</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1 386</strong></td>
<td><strong>1 421</strong></td>
</tr>
</tbody>
</table>

At 31 December 2013 and 2012, the “Responsibilities” for past services related to these pension plans are as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>Responsibilities at 1 January</td>
<td>205 451</td>
<td>202 171</td>
</tr>
<tr>
<td>Current services expenses</td>
<td>1 849</td>
<td>1 842</td>
</tr>
<tr>
<td>Interest expenses</td>
<td>8 461</td>
<td>10 779</td>
</tr>
<tr>
<td>Benefits paid</td>
<td>(17 177)</td>
<td>(18 436)</td>
</tr>
<tr>
<td>Cost of past services</td>
<td>-</td>
<td>554</td>
</tr>
<tr>
<td>Actuarial losses/(gains)</td>
<td>25 933</td>
<td>8 550</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>39</td>
<td>(19)</td>
</tr>
<tr>
<td><strong>Responsibilities at 31 December</strong></td>
<td><strong>224 616</strong></td>
<td><strong>205 451</strong></td>
</tr>
</tbody>
</table>
The cost for the year in the “Consolidated” and the Foundation’s accounts is analysed as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current services expenses</td>
<td>1,849</td>
<td>1,842</td>
<td>1,825</td>
<td>1,803</td>
</tr>
<tr>
<td>Interest expenses</td>
<td>8,461</td>
<td>10,779</td>
<td>8,358</td>
<td>10,667</td>
</tr>
<tr>
<td>Cost of past services</td>
<td>-</td>
<td>564</td>
<td>-</td>
<td>271</td>
</tr>
<tr>
<td><strong>Cost for the year</strong></td>
<td>10,310</td>
<td>13,185</td>
<td>10,183</td>
<td>12,741</td>
</tr>
</tbody>
</table>

The evolution of the actuarial deviations recorded in the balance sheet can be analysed as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuarial losses recognised in other comprehensive income at the start of the year</td>
<td>28,479</td>
<td>19,929</td>
<td>28,602</td>
<td>20,131</td>
</tr>
<tr>
<td>Actuarial (gains) and losses in the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Changes in assumptions</td>
<td>22,661</td>
<td>9,300</td>
<td>22,412</td>
<td>9,255</td>
</tr>
<tr>
<td>- (Gains) and losses arising from experience</td>
<td>601</td>
<td>2,288</td>
<td>661</td>
<td>2,260</td>
</tr>
<tr>
<td>Others</td>
<td>2,731</td>
<td>(3,038)</td>
<td>2,805</td>
<td>(3,044)</td>
</tr>
<tr>
<td><strong>Actuarial losses recognised in other income in the year</strong></td>
<td>25,993</td>
<td>8,550</td>
<td>25,078</td>
<td>8,471</td>
</tr>
</tbody>
</table>

In accordance with the accounting policy described in Note 2.20, the responsibilities for retirement pensions in the “Consolidated” and the “Foundation’s Account” at 31 December 2013 and 2012, calculated using the projected unit credit method, are made up as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibilities for projected benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated</td>
<td>224,616</td>
<td>205,451</td>
<td>202,171</td>
<td>203,343</td>
<td>204,074</td>
</tr>
<tr>
<td>Foundation</td>
<td>222,121</td>
<td>203,088</td>
<td>200,142</td>
<td>201,314</td>
<td>202,073</td>
</tr>
</tbody>
</table>

Following a review of market indicators, especially forecast inflation and longer term interest rates for the Euro Zone, and the age profile of the employees, the actuarial assumptions used in calculating the pension responsibilities at 31 December 2013 were revised.

The comparative analysis of the actuarial assumptions is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal rate of increase in salaries</td>
<td>2.00%</td>
<td>2.00%</td>
</tr>
<tr>
<td>Nominal rate of increase in pensions</td>
<td>1.00%</td>
<td>1.00%</td>
</tr>
<tr>
<td>Discount rate</td>
<td>4.00%</td>
<td>4.25%</td>
</tr>
<tr>
<td>Mortality tables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>TV 73/77 +2</td>
<td>TV 73/77</td>
</tr>
<tr>
<td>Female</td>
<td>TV 88/90 +3</td>
<td>TV 88/90</td>
</tr>
<tr>
<td>Disability table</td>
<td>EKV 80</td>
<td>EKV 80</td>
</tr>
<tr>
<td>Actuarial valuation method</td>
<td>Projected unit credit method</td>
<td></td>
</tr>
</tbody>
</table>

During 2013, the Consolidated and the Foundation’s accounts recognised as retirement pension costs the amounts of €10,310,000 (2012: €13,185,000) and €10,183,000 (2012: €12,741,000), respectively.

The Provision for the Pension Plan in the Consolidated account includes the amount of €3,562,000 (2012: €4,184,000) while the same provision in the Foundation’s account includes the amount of €1,066,000 (2012: €1,820,000), relating to responsibilities with the Board of Trustees.
The following table shows an analysis of sensitivity to changes in the discount rate, the growth rate of salaries, the growth rate of pensions and the future mortality rate.

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+100 PB -100 PB</td>
<td>+100 PB -100 PB</td>
</tr>
<tr>
<td>Discount rate</td>
<td>(21 831) 26 250</td>
<td>(21 642) 26 032</td>
</tr>
<tr>
<td>Growth rate of pensions</td>
<td>22 153 (18 806)</td>
<td>21 947 (18 626)</td>
</tr>
<tr>
<td>Growth rate of salaries</td>
<td>14 488 (13 965)</td>
<td>14 472 (13 950)</td>
</tr>
<tr>
<td>Mortality table</td>
<td>7 320 (7 321)</td>
<td>7 211 (7 213)</td>
</tr>
</tbody>
</table>

The defined contributions plan exposes the Foundation to actuarial gains and losses. At 31 December 2013, the average duration of responsibilities is 10 years in both the Consolidated and the Foundation’s accounts (2012: 10 years).

**Provision for other employee benefits**

The “Provision for other employee benefits” refers to commitments with the Social Security and health benefits awarded to pensioners during the period of pre-retirement or early retirement and indemnities for end of service benefits payable to employees on termination of their contracts abroad.

The movements relating to the “Provision for other employee benefits” are as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>639</td>
<td>731</td>
</tr>
<tr>
<td>Discount effect</td>
<td>(96)</td>
<td>21</td>
</tr>
<tr>
<td>Provisions used</td>
<td>(419)</td>
<td>(500)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(49)</td>
<td>(17)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>7 912</td>
<td>7 837</td>
</tr>
</tbody>
</table>

The provision for indemnities for end of service benefits payable to employees on termination of their contracts abroad was calculated on the basis of the following assumptions: a 2% increase in salaries (2012: 2%) and an average time to the end of the contract of five years (2012: five years), while the discount rate used was based on German 5-year bonds.

The assumptions used in the calculation of responsibilities with health benefits are the same as those used in the pension plan and also envisage a 4.5% growth in medical costs (2012: 4.5%).

**Provision for removal and restoration**

The movements relating to provisions for removal and restoration are as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>€’000</td>
</tr>
<tr>
<td>Capitalisation of tangible assets</td>
<td>72</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(239)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>3 317</td>
</tr>
</tbody>
</table>

The Foundation recognised a future obligation, amounting to €3,317,000 (2012: €3,484,000), with the removal and restoration of production areas in Oman, Kazakhstan and Brazil. This provision is valued in the accounts at fair value, as a cost of the related assets (tangible fixed assets) and recorded as a provision, as mentioned in Note 14.
Other provisions
The movements in “Other provisions” are analysed as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>372</td>
<td>2 141</td>
</tr>
<tr>
<td>Provisions used</td>
<td>-</td>
<td>(255)</td>
</tr>
<tr>
<td>Reversal of provisions</td>
<td>-</td>
<td>(1 507)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>(15)</td>
<td>(7)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>357</td>
<td>372</td>
</tr>
</tbody>
</table>

“Other provisions” include the amount of €357,000 (2012: €372,000) relating to the amounts to be paid to operators for concessions that have ended or are due to come to an end.

NOTE 26
Grants and scholarships
The caption “Grants and scholarships”, amounting to €8,441,000 (2012: €8,269,000), refers to grants and scholarships already approved by the Board of Trustees but not yet paid, for reasons not attributable to the Foundation.

NOTE 27
Creditors and other current liabilities
The caption “Creditors and other current liabilities” is made up as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>Creditors (oil and gas companies)</td>
<td>113 248</td>
<td>119 638</td>
</tr>
<tr>
<td>Financial-lease suppliers</td>
<td>226</td>
<td>133</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers</td>
<td>4 234</td>
<td>2 373</td>
</tr>
<tr>
<td>State</td>
<td>4 066</td>
<td>4 592</td>
</tr>
<tr>
<td>Costs payable</td>
<td>8 869</td>
<td>8 074</td>
</tr>
<tr>
<td>Deferred income</td>
<td>702</td>
<td>945</td>
</tr>
<tr>
<td>Other creditors</td>
<td>8 701</td>
<td>6 928</td>
</tr>
<tr>
<td></td>
<td>140 046</td>
<td>142 683</td>
</tr>
</tbody>
</table>

NOTE 28
Impact resulting from the change in accounting policies
In 2013, in accordance with “IAS 19 (Amended) – Employee Benefits”, the Foundation changed its accounting policy, beginning to recognise actuarial deviations for the year against reserves. According to IAS 8, this change in accounting policy has been presented since 1 January 2012, recognising on that date all of the deferred actuarial deviations identified until then in the Capital Fund.

Previously, the Foundation calculated the deferred actuarial deviations with the use of the corridor method. In accordance with this method, unrecognised actuarial gains and losses amounting to more than 10% of the current value of the already defined liabilities are recorded against results.

Thus, as mentioned in Notes 2, 24 and 25, as from 1 January 2012, the Capital Fund includes a re-expression of the accounts as a result of the aforementioned change in accounting policy.
Accordingly, presented below are the adjustments made to the “ Consolidated Financial Statements” at 1 January 2012 and 31 December 2012:

<table>
<thead>
<tr>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPITAL FUND</td>
</tr>
</tbody>
</table>

Amount previously reported | 2 766 454 | 142 926 | 2 645 540 |
Adjustment: Actuarial deviations | (19 812) | 8 667 | (19 929) |

2 746 642 | 151 583 | 2 625 611 |

Next are presented the adjustments made to the “Foundation’s Financial Statements” at 1 January 2012 and 31 December 2012:

<table>
<thead>
<tr>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPITAL FUND</td>
</tr>
</tbody>
</table>

Amount previously reported | 2 766 454 | 660 862 | 2 645 540 |
Adjustment: Investments in subsidiary companies | 8 588 | 202 |
Actuarial deviations | (19 812) | (20 131) |

2 746 642 | 669 270 | 2 625 611 |

NOTE 30
Transactions with related parties
At 31 December 2013 and 2012, the value of the “Foundation’s transactions with related parties”, conducted on a separate basis and offset in the consolidation, is analysed as follows:

<table>
<thead>
<tr>
<th>2013</th>
<th>ASSETS</th>
<th>LIABILITIES</th>
<th>GUARANTEES</th>
<th>COSTS</th>
<th>INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partex Oil and Gas Corporation</td>
<td>420 160</td>
<td>-</td>
<td>1 565</td>
<td>-</td>
<td>23 504</td>
</tr>
</tbody>
</table>

420 160 | - | 1 565 | - | 23 504 |

<table>
<thead>
<tr>
<th>2012</th>
<th>ASSETS</th>
<th>LIABILITIES</th>
<th>GUARANTEES</th>
<th>COSTS</th>
<th>INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partex Oil and Gas Corporation</td>
<td>407 017</td>
<td>-</td>
<td>1 080</td>
<td>-</td>
<td>576 068</td>
</tr>
</tbody>
</table>

407 017 | - | 1 080 | - | 576 068 |

All the transactions made with related parties are undertaken at normal market prices, in keeping with the principle of fair value.

NOTE 31
Fair value of financial assets and liabilities
At 31 December 2013 and 2012, there were no significant differences between the “Book Value” and the “Fair value of financial assets and liabilities” measured at amortised cost.

Cash and cash equivalents and treasury applications
Considering that these are normally short-term assets, the amount stated on the balance sheet is a reasonable estimate of their fair value.
Debtors, grants and scholarships and creditors and other liabilities
Considering that these are normally short-term assets and liabilities, the amounts stated for the various items on the balance sheet are considered to be a reasonable estimate of their fair value at the balance sheet date.

Advances and creditors and other non-current liabilities
Considering that these assets and liabilities are recorded at their current value, the amounts stated for the various items on the balance sheet are considered to be a reasonable estimate of their fair value at the balance sheet date.

NOTE 32
Commitments
At 31 December 2013 and 2012, the “Commitments” in the Consolidated and the Foundation’s accounts are analysed as follows:

<table>
<thead>
<tr>
<th></th>
<th>CONSOLIDATED</th>
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<td>€19,406</td>
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</table>

Bank guarantees include the amount of €1,565,000 (2012: €1,080,000) relating to performance guarantees issued by various banks in relation to commitments undertaken through concessions in Algeria.

“Revocable commitments” relate to subscriptions to be made in closed investment funds.

NOTE 33
Management of risk activities
The Foundation has investments in the oil and gas business and in financial instruments. It is therefore exposed to various risks, most notably operational risk, market risk, foreign exchange risk and liquidity risk.

Operational risk
The Group actively participates in oil and gas exploration and production, and therefore runs the risk of its activity being unsuccessful.

Market risk
Market risk represents the possible loss resulting from an adverse change in the prices of crude oil and natural gas, interest rates, exchange rates and share prices.

The Foundation’s oil and gas investments are mainly concentrated in the Middle East, Central Asia and Brazil. The production of crude oil and natural gas is sold through contracts that are signed on an annual basis, making it possible to reduce exposure to short-term fluctuations.

The Foundation supervises the management of the risk associated with its financial assets and liabilities.

Foreign exchange risk
Foreign exchange risk occurs when an entity undertakes transactions in a currency that is different from its functional currency. The Foundation’s functional currency is the Euro, while most of its subsidiaries have the US Dollar as their functional currency.
At 31 December 2013 and 2012, the breakdown of assets and liabilities by currency in the “Consolidated” account is as follows:

<table>
<thead>
<tr>
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<th>2013</th>
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<tr>
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<td>€’000</td>
<td>€’000</td>
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<td>ASSETS</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Non-current financial assets</td>
<td>758 992</td>
<td>223 019</td>
<td>535 973</td>
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<td>8 388</td>
<td>42 917</td>
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<td>585 309</td>
<td>738 387</td>
<td>45 738</td>
</tr>
<tr>
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<td>30 679</td>
<td>19 521</td>
<td>7 671</td>
<td>470</td>
</tr>
<tr>
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<td>1 134</td>
<td>142 899</td>
<td>-</td>
</tr>
<tr>
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<td>34 217</td>
<td>103 293</td>
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</tr>
<tr>
<td></td>
<td>2 925 812</td>
<td>871 588</td>
<td>1 571 140</td>
<td>46 208</td>
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<td>US DOLLAR</td>
<td>POUND STERLING</td>
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<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
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<td>ASSETS</td>
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<td></td>
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<td>Non-current financial assets</td>
<td>819 241</td>
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<td>70 924</td>
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<td>143 605</td>
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<td>1 273 599</td>
<td>1 247 149</td>
<td>95 301</td>
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<td></td>
<td></td>
<td></td>
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<td>952</td>
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<td></td>
<td>138 430</td>
<td>9 540</td>
<td>128 563</td>
<td>77</td>
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</table>
At 31 December 2013 and 2012, the breakdown of assets and liabilities by currency in the Foundation’s account is as follows:

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<th>2013</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td></td>
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<td>EURO €’000</td>
<td>US DOLLAR €’000</td>
<td>POUND STERLING €’000</td>
<td>OTHER CURRENCIES €’000</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>223 019</td>
<td>223 019</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investments in subsidiary companies</td>
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<td>-</td>
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<tr>
<td>Advances</td>
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<td>406 272</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Current financial assets</td>
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<td>-</td>
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<td>4 231</td>
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<td>-</td>
</tr>
<tr>
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<td>1 253 341</td>
<td>1 272 043</td>
<td>46 236</td>
<td>436 876</td>
</tr>
</tbody>
</table>

|                  | 2012                     |               |               |               |               |
|                  | BOOK VALUE €’000 | EURO €’000 | US DOLLAR €’000 | POUND STERLING €’000 | OTHER CURRENCIES €’000 |
| **ASSETS**       |                        |               |               |               |               |
| Non-current financial assets | 215 019 | 215 019 | - | - | - |
| Investments in subsidiary companies | 587 930 | - | 587 902 | 28 | - |
| Advances         | 406 272 | 406 272 | - | - | - |
| Current financial assets | 1 583 427 | 897 292 | 357 236 | 92 319 | 236 580 |
| Other treasury applications | 159 200 | 143 001 | 9 235 | 2 982 | 3 982 |
| Debtors and other assets | 1 223 | 1 223 | - | - | - |
| Cash and cash equivalents | 2 387 | 2 387 | - | - | - |
| **Total Assets** | 2 955 458 | 1 665 194 | 954 373 | 95 329 | 240 562 |

|                  | 2013                     |               |               |               |               |
|                  |                        |               |               |               |               |
| **LIABILITIES**  |                        |               |               |               |               |
| Creditors and other non-current liabilities | 457 | 457 | - | - | - |
| Current financial liabilities | 208 | - | - | 153 | 55 |
| Creditors and other current liabilities | 8 972 | 8 972 | - | - | - |
| **Total Liabilities** | 9 637 | 9 429 | - | 153 | 55 |

|                  | 2012                     |               |               |               |               |
|                  |                        |               |               |               |               |
| **LIABILITIES**  |                        |               |               |               |               |
| Creditors and other non-current liabilities | 791 | 791 | - | - | - |
| Current financial liabilities | 1 475 | 196 | 952 | 77 | 250 |
| Creditors and other current liabilities | 8 553 | 8 553 | - | - | - |
| **Total Liabilities** | 10 819 | 9 540 | 952 | 77 | 250 |
Liquidity risk
The liquidity risk results in the Foundation's being unable to obtain the necessary funding for its activities. The Foundation considers that the liquidity risk is low.

At 31 December 2013 and 2012, the financial assets and liabilities of the “Consolidated” account had the following periods to maturity:

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<th>2013</th>
<th>2012</th>
</tr>
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<td>€’000</td>
</tr>
<tr>
<td>ASSETS</td>
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<td></td>
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<tr>
<td>Non-current financial assets</td>
<td>758 992</td>
<td>-</td>
</tr>
<tr>
<td>Advances</td>
<td>51 305</td>
<td>-</td>
</tr>
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<td>30 679</td>
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<td>144 033</td>
</tr>
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<td>-</td>
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<td>208</td>
</tr>
<tr>
<td>Creditors and other current liabilities</td>
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<td>130 475</td>
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<td>130 683</td>
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<th>2012</th>
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</tr>
<tr>
<td></td>
<td>€’000</td>
<td>€’000</td>
</tr>
<tr>
<td>ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>819 241</td>
<td>-</td>
</tr>
<tr>
<td>Advances</td>
<td>81 407</td>
<td>-</td>
</tr>
<tr>
<td>Current financial assets</td>
<td>1 583 427</td>
<td>48 933</td>
</tr>
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<td>159 200</td>
<td>159 200</td>
</tr>
<tr>
<td>Debtors and other assets</td>
<td>144 828</td>
<td>144 828</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
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<td>68 508</td>
</tr>
<tr>
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<td>2 856 611</td>
<td>421 489</td>
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<tr>
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<tr>
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<tr>
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<td>1 457</td>
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<td>136 033</td>
</tr>
<tr>
<td></td>
<td>138 430</td>
<td>137 490</td>
</tr>
</tbody>
</table>
At 31 December 2013 and 2012, the assets and liabilities of the Foundation’s account had the following periods to maturity:

(The information presented is based on the fair value of the financial instruments.)

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<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
<td>€’000</td>
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<td>15 218</td>
<td>201 173</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
<td>526 013</td>
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<tr>
<td>Advances</td>
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<td>-</td>
<td>-</td>
<td>406 272</td>
<td>-</td>
<td>-</td>
</tr>
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<td>254 114</td>
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<td>30 679</td>
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<td>-</td>
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<td>4 231</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>1 TO 5 YEARS</td>
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<td>1 457</td>
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<td><strong>18</strong></td>
<td><strong>791</strong></td>
<td>-</td>
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</tbody>
</table>
NOTE 34
Recently issued accounting standards and interpretations

In preparing its financial statements, the Foundation adopted the following accounting standards and interpretations that were recently issued and are now effective:

**IAS 19 (Amended) – Employee benefits**
On 16 June 2011, the IASB issued amendments to “IAS 19 – Employee benefits”, effective (retrospectively) for periods starting on or after 1 January 2013. These amendments were adopted by European Commission Regulation (EU) No. 475/2012.

As a result of the amendments made to IAS 19, the Foundation disclosed the impact of the removal of the corridor method in Notes 2, 24, 25 and 28.

**Presentation of items in other comprehensive income – amendment to IAS 1 – Presentation of Financial Statements**
On 16 June 2011, the IASB issued amendments to “IAS 1 – Presentation of Financial Statements”, effective (retrospectively) for periods starting on or after 1 July 2012. These amendments were adopted by European Commission Regulation (EU) No. 475/2012, of 5 June.

As a result of the amendments made to IAS 1, the Foundation modified its presentation of Other Comprehensive Income (OCI) in the Statement of Comprehensive Income, in order to separately present the items that will, in the future, be reclassified to profit or loss for the period from those that will not be reclassified. The comparative information was represented on the same basis.

**IFRS 7 (Amended) – Financial Instruments: Disclosures – Offsetting financial assets and financial liabilities**
On 16 December, 2011, the IASB issued amendments to “IFRS 7 – Financial Instruments: Disclosures – Offsetting financial assets and financial liabilities”, effective (with retrospective application) for periods starting on or after 1 January 2013. These amendments were adopted by European Commission Regulation No. 1256/2012, of 11 December.

The adoption of these amendments had no impact on the Foundation.

**Improvements to IFRS (2009-2011)**
The annual improvements of the 2009-2011 cycle, issued by IASB on 17 May 2012, and adopted by European Commission Regulation No. 301/2013, of 27 March, brought amendments to standards IFRS 1, IAS 1, IAS 16, IAS 32, IAS 34 and IFRIC 2, effective (retrospectively) for periods starting on or after 1 January 2013.

**IAS 1 – Presentation of financial statements**
The improvements that were made clarify the difference between voluntary additional comparative information and the minimum required comparative information. Generally speaking, the minimum required comparative information is that relating to the previous period.

**IAS 16 – Tangible fixed assets**
IAS 16 was amended with the purpose of clarifying the concept of service equipment that meets the definition of tangible fixed assets, and is therefore not accounted for in inventories.

**IAS – 32 Financial instruments and IFRIC 2**
These standards were adjusted to clarify which taxes related with the distribution of dividends to shareholders must be treated as defined in “IAS 12 – Income Taxes”, thus avoiding any interpretation that may involve another application.
IAS – 34 Interim financial reporting
The amendments made to IAS 34 make it possible to align the disclosure requirements for total segment assets with total segment liabilities, during the interim periods. These improvements also allow for interim information to be consistent with annual information regarding the change made to the title of the statement of profit and loss and other comprehensive income.

The adoption of this standard is not expected to have any significant impact on the Foundation’s financial statements.

IFRS 13 – Fair value measurement
On 12 May 2011, the IASB issued “IFRS 13 – Fair value measurement”, effective (with retrospective application) for periods starting on or after 1 January 2013. This standard was adopted by European Commission Regulation No. 1255/2012, of 11 December.

These amendments had no significant impact on the Foundation’s financial statements.

IFRIC 20 – Stripping costs in the production phase of a surface mine
On 19 October 2011, the International Financial Reporting Interpretations Committee (IFRIC) issued “IFRIC 20 – Stripping costs in the production phase of a surface mine”, effective (retrospectively) for periods starting on or after 1 January 2013. This interpretation was adopted by European Commission Regulation No. 1255/2012, of 11 December.

In view of the nature of the Foundation’s operations, this interpretation had no impact on its Financial Statements.

The Foundation decided not to anticipate the application of the following standards and/or interpretations adopted by the European Union:

IAS 32 (Amended) – Financial Instruments: Presentation – Offsetting financial assets and financial liabilities
On 16 December 2011, the IASB issued amendments to “IAS 32 – Financial Instruments: Presentation – Offsetting financial assets and financial liabilities”, effective (retrospectively) for periods starting on or after 1 January, 2014. These amendments were adopted by European Commission Regulation No. 1256/2012, of 11 December.

The amendments add new implementation guidelines for resolving inconsistencies of a practical nature. The new guidelines explain that the phrase “current opposable legal right to offset” means that the offsetting right may not be contingent on future events, and must be legally opposable in the normal course of business, in the event of a default and in situations of insolvency or bankruptcy of the entity and all counterparties.

These guidelines also specify the characteristics of gross settlement systems, in order to make them equivalent to settlement on a net basis.

The adoption of these amendments is not expected to have any significant impact on the Foundation’s financial statements, in view of the fact that the accounting policy already adopted is in line with the guidelines that were issued.

IAS 27 (Amended) – Separate financial statements
On 12 May 2011, the IASB issued “IAS 27 – Separate financial statements”, which is effective (prospectively) for annual periods beginning on or after 1 January 2014. These amendments were adopted by European Commission Regulation No. 1254/2012, of 11 December.

Taking into consideration that IFRS 10 addresses the principles for the control of consolidated financial statements and establishes the requirements relating to their preparation, IAS 27 (amended) will now exclusively regulate separate accounts.

The amendments aimed, on the one hand, to clarify the disclosures required by an entity that prepares separate financial statements, so that disclosure is now required of the principal place of business (and the country of the head office) of the most sig-
ificant subsidiaries, associate companies and jointly controlled entities, and, if applicable, those of the parent company.

The previous version only required the disclosure of the country of the head office or the country of residence of such entities.

On the other hand, the date when these amendments come into force has been aligned with the requirement for the simultaneous adoption of all the standards relating to consolidation (IFRS 10, IFRS 11, IFRS 12, IFRS 13 and amendments to IAS 28).

The application of this standard is not expected to have any impact on the Foundation’s financial statements.

**IFRS 10 – Consolidated financial statements**

On 12 May 2011, the IASB issued “IFRS 10 – Consolidated financial statements”, which is effective (with retrospective application) for annual periods beginning on or after 1 January 2013. This standard was adopted by European Commission Regulation No. 1254/2012, of 11 December, with permission being given for its imperative application after 1 January 2014.

IFRS 10 revokes part of IAS 27 and SIC 12 and introduces a single control model for determining whether or not an investment must be consolidated.

The new concept of control involves an assessment of power, of the exposure to variable returns and of the relationship between the two. An investor controls an investee when the investor is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (de facto control).

The investor considers to what extent it controls the relevant activities of the investee, taking the new concept of control into consideration. The assessment must be made for each reporting period since the relationship between power and exposure to variable returns may change over time.

Control is usually assessed over a legal entity, but it can also be assessed over only specified assets and liabilities of an investee (referred to as “silos”).

The new standard introduces other changes, such as: i) the requirements for subsidiary companies under the scope of consolidated financial statements are transferred from IAS 27 to this standard; and ii) it increases the number of disclosures that are required, including specific disclosures about structured entities, whether or not these are consolidated.

The application of these amendments is not expected to have any impact on the Foundation’s financial statements.

**IFRS 11 – Joint arrangements**

On 12 May 2011, the IASB issued “IFRS 11 – Joint arrangements”, which is effective (with retrospective application) for annual periods beginning on or after 1 January 2013. This standard was adopted by European Commission Regulation No. 1254/2012, of 11 December, with permission being given for its imperative application after 1 January 2014.

This new standard, which revokes IAS 31 and SIC 13, defines “joint control”, introducing the control model defined in IFRS 10, and requires an entity that is part of a “joint arrangement” to determine the type of joint arrangement in which it is involved (“joint operation” or “joint venture”), assessing its rights and obligations.

IFRS 11 removes the possibility of proportionate consolidation for jointly controlled entities. Those jointly controlled entities that meet the classification criteria for “joint ventures” must be accounted for using the equity method (IAS 28).

The Foundation is currently assessing the impact of this standard on its financial statements.
IAS 28 (Amended) – Investments in associates and joint ventures

On 12 May 2011, the IASB issued “IAS 28 – Investments in associates and joint ventures”, which is effective (with retrospective application) for annual periods beginning on or after 1 January 2013. These amendments were adopted by European Commission Regulation No. 1254/2012, of 11 December, with permission being given for their imperative application after 1 January 2014.

As a consequence of the new standards IFRS 11 and IFRS 12, IAS 28 was altered and its name was changed to IAS 28 – Investments in associates and joint ventures, regulating the application of the equity method to both joint ventures and associates.

The Foundation is currently assessing the impact of the application of these amendments on its financial statements.

IFRS 12 – Disclosure of interests in other entities

On 12 May 2011, the IASB issued “IFRS 12 – Disclosure of interests in other entities”, which is effective (with retrospective application) for annual periods beginning on or after 1 January 2013. This standard was adopted by European Commission Regulation No. 1254/2012, of 11 December, with permission being given for its imperative application after 1 January 2014.

The aim of this new standard is to require an entity to disclose information that helps the users of financial statements to assess: i) the nature of, and the risks associated with, investments in other entities, and ii) the effects of those investments on the financial position, financial performance and cash flows of the reporting entity.

IFRS 12 includes disclosure requirements for all forms of investment in other entities, including joint arrangements, associates, special vehicles and other vehicles that are outside the balance sheet.

The Foundation does not anticipate any impact in the application of this amendment on its financial statements.

Investment entities – Amendments to IFRS 10, IFRS 12 and IAS 27 (issued on 31 October 2012)

The amendments that were made apply to a particular class of business described as “investment entities”. The IASB defines the term “investment entity” as an entity whose business purpose is to invest funds with the aim of obtaining returns from capital appreciation, investment income, or both. An investment entity must also measure and evaluate the performance of its investments on a fair value basis. Such entities may include private equity organisations, venture capital organisations, pension funds, sovereign wealth funds and other investment funds.

The amendments provide an exemption from consolidation of subsidiaries under IFRS 10, requiring that such entities measure their investment in particular subsidiaries at fair value through profit or loss instead of consolidating. The amendments also define a series of disclosures that are applicable to such investment entities.

The amendments are applicable to the financial years beginning on, or after, 1 January 2014, with early voluntary adoption also being possible. Such an option makes it possible for investment entities to apply the new amendments together with their adoption of the remaining criteria of IFRS 10. This standard was adopted by European Commission Regulation No. 1174/2013, of 20 November.

The Foundation does not anticipate any impact in the application of this amendment on its financial statements.

IAS 36 (Amended) – Impairment of Assets: Disclosure of the recoverable amount of non-financial assets

On 29 May 2013, the IASB issued this amendment, which is effective (retrospectively) for annual periods beginning on or after 1 January 2014. This amendment was adopted by European Commission Regulation No. 1374/2013, of 19 December.

The aim of the amendments was to clarify the scope of the disclosures of information about the recoverable amount of assets, when this amount is based on the net fair value of the sales costs, being limited to impaired assets.
IAS 39 (Amended) – Financial Instruments: Novation of OTC derivatives and continuing designation for hedge accounting

On 27 June 2013, the IASB issued this amendment, which is effective (retrospectively) for annual periods beginning on or after 1 January 2014. This amendment was adopted by European Commission Regulation No. 1375/2013, de 19 December.

The aim of these amendments was to make the accounting requirements of a hedging derivative, in which there is a need to change the clearing counterparty as a consequence of changes in laws or regulations. Such flexibility means that hedge accounting continues regardless of the change in the clearing counterparty (“novation”) which, without the alteration made to the standard, would no longer be allowed.

Standards, amendments and interpretations issued but not yet effective for the Foundation

IAS 19 (Amended) – Employee contributions to defined benefit plans

On 21 November 2013, the IASB issued this amendment, which is effective (with retrospective application) for annual periods beginning on or after 1 July 2014.

This amendment clarifies the aim of the guidance given in the case of contributions made by employees or third parties in respect of service, requiring that the entity attributes such contributions in accordance with paragraph 70 of IAS 19 (2011). Thus, such contributions are attributed using the benefit formula or a straight line basis.

The amendment reduces complexity, introducing a simple form that enables an entity to recognise contributions made by employees or third parties in respect of service, that are independent of the number of years of service (for example, a percentage of salary), as a reduction in the cost of services in the period in which they are rendered.

IFRIC 21 – Rates

On 20 May 2013, the IASB issued this interpretation, which is effective (with retrospective application) for annual periods beginning on or after 1 July 2014.

This new interpretation defines rates (levy) as being a payment of an entity imposed by the government in accordance with legislation. It confirms that an entity recognises a liability for the rate when – and only when – the specific event which triggers it, in accordance with legislation, occurs.

IFRIC 21 is not expected to have an impact on the Foundation’s financial statements.
Improvements to IFRS (2010-2012)
The annual improvements of the period 2010-2012, issued by the IASB on 12 December 2013, introduced alterations, with an effective date of application for periods beginning on, or after, 1 July 2014, to the standards IFRS 2, IFRS 3, IFRS 8, IFRS 13, IAS 16, IAS 24 and IAS 38.

IFRS 2 – Definition of vesting conditions
The alteration clarifies the definition of the vesting conditions contained in Annex A of IFRS 2 – Share-based Payments, separating the definition of “performance condition” and “condition of service” from the vesting condition of acquisition, giving a clearer description of each of the conditions.

IFRS 3 – Accounting of a contingent consideration within the scope of a concentration of business activities
The aim of this amendment is to clarify certain aspects of the accounting of the contingent consideration within the scope of a concentration of business activities, namely the classification of the contingent consideration, taking into account if this contingent consideration is a financial instrument or a non-financial asset or liability.

IFRS 8 – Aggregation of operating segments and reconciliation between all of the assets of the reportable segments and the assets of the company
The amendment clarifies the criterion of aggregation and requires an entity to disclose the factors used to identify the reportable segments, when the operating segment has been aggregated.

In order to achieve internal consistency, a reconciliation of all of the assets of the reportable segments for all of the assets of an entity should be disclosed, if these amounts were regularly provided to the operational decision-maker.

IFRS 13 – Short-term receivables and payables
The IASB altered the bases of conclusion in order to clarify that, in eliminating AG 79 from IAS 39, it did not intend to eliminate the need to determine the current value of an account receivable or payable in the short term, the invoice of which was issued without interest, even if the effect is immaterial. It should be pointed out that paragraph 8 of IAS 8 now allows an entity not to apply accounting policies defined in the IFRS if their impact is immaterial.

IAS 16 and IAS 40 – Valuation model – proportional reformulation of accumulated depreciation or amortisation
In order to clarify the calculation of accumulated depreciation or amortisation, on the reassessment date, the IASB altered paragraph 35 of IAS 16 and paragraph 80 of IAS 38 in order to: i) determine that accumulated depreciation (or amortisation) does not depend on the selection of the valuation technique; and ii) accumulated depreciation (or amortisation) is calculated by the difference between the gross and net book values.

IAS 24 – Related party transactions – services of key management personnel
In order to resolve concern over the identification of the costs of the service of key management personnel (KMP), when these services are rendered by an entity (management entity, as, for example, in investment funds), the IASB clarified that the disclosures of the amounts incurred by KMP provided by a separate management entity should be disclosed, but that it is not necessary to present the breakdown described in paragraph 17.
Improvements to IFRS (2011-2013)
The annual improvements of the period 2011-2013, issued by the IASB on 12 December 2013, introduced alterations, with an effective date of application for periods beginning on, or after, 1 July 2014, to the standards IFRS 1, IFRS 3, IFRS 13, and IAS 40.

IFRS 1 – Concept of “Effective IFRS”
The IASB clarified that the new IFRS were still not mandatory but could be applied beforehand and IFRS 1 allows, but does not require that they be applied in the first Financial Statements reported using the IFRS.

IFRS 3 – Exceptions to the scope of application for joint ventures
The alterations exclude from the scope of the application of IFRS 3, the formation of all types of joint arrangements, as defined in IFRS 11. This exception to the scope of application only applies to the financial statements of joint ventures or to the joint ventures themselves.

IFRS 13 – Scope of paragraph 52 – exception of portfolios
Paragraph 52 of IFRS 13 includes an exception for measuring the fair value of groups of assets or liabilities on a net basis. The aim of this alteration is to clarify that the exception of portfolios applies to all the contracts covered by IAS 39 or IFRS 9, regardless of whether they fulfil the definitions of financial asset or financial liability contemplated in IAS 32.

IAS 40 – Interrelationship with IFRS 3 when properties are classified as investment properties or buildings for own use
The aim of the alteration is to clarify the need for a judgement to decide if an acquisition of investment properties corresponds to the acquisition of an asset, a group of assets or a concentration of an operating activity covered by IFRS 3.

IFRS 9 – Financial instruments (issued in 2009 and revised in 2010 and 2013)
IFRS 9 (2009) introduced new requirements for the classification and measurement of financial assets. In this new approach, financial assets are classified and measured based on the business model of the portfolio concerned and the contractual characteristics of the cash flows of the instruments in question.

IFRS 9 (2013) was also published with the requirements that regulate the accounting of hedge operations.

The IASB currently has a project in hand to make limited alterations to the classification and measurement of financial instruments set out in IFRS 9 (with special emphasis on the likelihood of including other debt instruments in the category of fair value, besides the shares in the capital of companies that are considered to be strategic, with the alterations being recognised in other comprehensive income – OCI), as well as the establishment of a new model for impairment, based on the expected losses model.

The date on which IFRS 9 becomes effective is still not established, but it will be determined when the stages in hand are finalised.

The Foundation has begun a process for assessing the potential effects of this standard but is still awaiting the outcome of the announced alterations before completing the respective assessment. Given the nature of the Foundation’s activities, it is expected that this standard will have a relevant impact on the Foundation’s financial statements.
Certification of the consolidated accounts

Introduction
1. We have examined the consolidated financial statements of the Calouste Gulbenkian Foundation (the “Foundation”), which comprise the consolidated Balance Sheet at 31 December, 2013 (showing total assets of €3,207,432 thousand and a total capital fund of €2,803,524 thousand, including a transfer to the capital fund of €154,987 thousand), the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Changes in the Capital Fund and the Consolidated Statement of Cash Flows for the year then ended, and the corresponding Notes.

Responsibilities
2. The Board of Trustees is responsible for the preparation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union, which accurately and appropriately present the financial position of the group of companies included in the consolidation, the transfer to the consolidated capital fund, the consolidated comprehensive income, the changes in its consolidated capital fund and the consolidated cash flows, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of the said consolidated financial statements.

Scope
4. Our examination was performed in accordance with the Technical Rules and Recommendations for the Review/Auditing of Accounts of the Portuguese Institute of Chartered Accountants (“Ordem dos Revisores Oficiais de Contas”), which require that we plan and perform the examination to obtain a reasonable degree of assurance as to whether or not the consolidated financial statements are free of materially relevant misstatements. Accordingly, our examination included:

› verification that the financial statements of the companies included in the consolidated accounts were properly audited, and, for the significant cases of companies that were not audited, verification, based on sampling, of information underlying the figures and disclosures contained in the financial statements, and an assessment of the estimates, based on the judgements and criteria defined by the Board of Trustees, used in their preparation;
› verification of the consolidation process;
› assessment of the appropriateness of the accounting policies adopted, their uniform application and their disclosure, taking into account the circumstances;
› verification of the applicability of the continuity principle; and
› assessment of the appropriateness of the overall presentation of the consolidated financial statements.

5. We believe that our audit provides a reasonable basis for the expression of our opinion.

Opinion
6. In our opinion, the consolidated financial statements referred to above present, in all materially relevant respects, a true and appropriate picture of the consolidated financial position of the Calouste Gulbenkian Foundation at 31 December, 2013, the transfer to the consolidated capital fund, the consolidated comprehensive income, the consolidated cash flows and the changes in the consolidated capital fund for the year then ended, in accordance with International Financial Reporting Standards (IFRS), as adopted for use in the European Union.

LISBON, 29 APRIL 2014
Certification of the accounts

Introduction
1. We have examined the financial statements of the Calouste Gulbenkian Foundation (the “Foundation”), which comprise the Balance Sheet at 31 December, 2013 (showing total assets of €3,057,584 thousand and a total capital fund of €2,803,524 thousand, including a transfer to the capital fund of €126,391 thousand), the Statement of Comprehensive Income, the Statement of Changes in the Capital Fund and the Statement of Cash Flows for the year then ended, and the corresponding Notes.

Responsibilities
2. The Board of Trustees is responsible for the preparation of the financial statements in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union, which accurately and appropriately present the financial position of the Foundation, the transfer to the capital fund, the comprehensive income, the changes in its capital fund and the cash flows, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of the said financial statements.

Scope
4. Our examination was performed in accordance with the Technical Rules and Recommendations for the Review/Auditing of Accounts of the Portuguese Institute of Chartered Accountants (“Ordem dos Revisores Oficiais de Contas”), which require that we plan and perform the examination to obtain a reasonable degree of assurance as to whether or not the financial statements are free of materially relevant misstatements. Accordingly, our examination included:

› verification of the applicability of the continuity principle; and
› assessment of the appropriateness of the overall presentation of the financial statements.

5. We believe that our audit provides a reasonable basis for the expression of our opinion.

Opinion
6. In our opinion, the financial statements referred to above present, in all materially relevant respects, a true and appropriate picture of the financial position of the Calouste Gulbenkian Foundation, at 31 December, 2013, the transfer to the capital fund, the comprehensive income, the cash flows and the changes in the capital fund for the year then ended, in accordance with International Financial Reporting Standards (IFRS), as adopted for use in the European Union.

LISBON, 29 APRIL 2014

KPMG & Associados
Sociedade de Revisores Oficiais de Contas, S.A. (No. 189)
represented by
Miguel Pinto Douradinha Afonso
(Official Auditor No. 1454)
Internal Audit Committee
Internal Audit Committee
1. Introduction
1.1. In accordance with articles 25 and 26 of the Statutes of the Calouste Gulbenkian Foundation, the Internal Audit Committee presents its Report and Opinion on the Foundation’s accounts for the year ended 2013.
1.2. The Foundation’s consolidated financial statements were certified by the official auditor.

2. Accounting policies
2.1. The International Financial Reporting Standards (IFRS) currently in force and as adopted by the European Union were applied to the accounts up to 31 December 2013. The accounting policies are consistent with those used in the preparation of the consolidated and separate financial statements relating to 31 December 2012, except for the cases of the adoption of “IFRS 13 Fair value measurement” and the amendment to “IAS 1 – Presentation of Financial Statements – Presentation of items of other comprehensive income”.
2.2. However, in 2013, in accordance with “IAS 19 (Amended) – Employee benefits”, a change was made to the accounting policy. In accordance with IAS 8, this change is presented for comparative purposes as from 1 January 2012, with the recognition being made on this date of all the actuarial deviations identified until then in the Capital Fund.
2.3. The document has a different presentation from the Balance Sheet when compared with that of previous years, as a consequence of the amendment to IAS 19 and in accordance with IAS 8.

3. Analysis of the Consolidated Balance Sheet
3.1. The Foundation’s net equity amounted to €2,803.5 million, which corresponds to an increase of €56.9 million in comparison with the end of 2012 (2.1%).
3.2. At 31 December 2013, the Balance Sheet showed assets totalling €3,207.4 million, representing an increase of 2.4% in comparison with the end of 2012. This evolution was explained by the increase in current financial assets.
3.3. Current assets amounted to €2,129.3 million, representing an increase of 8.1%, an evolution that is largely explained by the increase in current financial assets of €219.9 million (13.9%).
3.4. The value of liabilities increased by €18.8 million, amounting to €403.9 million. This evolution was due to the increase in non-current liabilities (9.7%), since current liabilities fell by 2.4%.

4. Analysis of the Consolidated Financial Statements
4.1. The Foundation’s overall return rose by 9.7%, amounting to €324 million. This performance was determined by its financial return, which increased by €40.8 million (24.7%), whereas the return on its oil and gas activities fell by 9.3%.
4.2. The costs incurred with distribution and direct activities amounted to €69.1 million, which corresponded to a fall of 0.3%, while administrative and operating costs increased by 4%, an evolution that is largely explained by the increase in specialised works.
4.3. Employees’ benefits (pensions and other benefits) amounted to €10.9 million.
4.4. Impairment for the year amounted to roughly €39 million, as compared to €20.3 million in 2012.

5. Conclusions
5.1. The members of the Internal Audit Committee were provided with all the information necessary to undertake their analysis. On this basis, the Internal Audit Committee issues the following opinion under article 26 of the Statutes:
Opinion

Whereas the accounting policies and criteria adopted were suitable and were uniformly applied at the Foundation and at the subsidiary companies included in the consolidated accounts;

Whereas the changes introduced in terms of accounting policy have been described and are consistent with those used in the preparation of the financial statements for the previous year, with the exceptions having been duly identified;

Whereas the financial statements present, in all materially relevant respects, a true and appropriate picture of the Foundation’s economic and financial evolution;

Whereas the Board of Trustees have always acted in accordance with the Foundation’s Statutes;

The members of the Internal Audit Committee resolved:

  to emphasise the successful performance of the Board of Trustees in the management of the Foundation during 2013;
  to express their appreciation to all Foundation staff for their commitment and competence in performing their duties;
  to ratify the accounts relating to the management of the Calouste Gulbenkian Foundation in 2013.

LISBON, 12 MAY 2014

Maria Manuela dos Santos Proença
Director-General for the Budget

José Nuno Cid Proença
Director-General for Social Security

Manuel Jacinto Nunes†
Member nominated by the Lisbon Science Academy

António Valdemar
(José Stone de Medeiros Tavares)
Member nominated by the National Fine Arts Academy

Manuel Maçaroco Candeias
Member nominated by the Bank of Portugal
(smile off. Pause.) (Pause. Narrative.) (pause) (Pause.) (smile) (smile)

(Do.) (Eyes front, distressed)
Heads of Department and of the Gulbenkian Programmes

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info@gulbenkian.pt

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(Atrium of the Headquarters Building)

**Art Library**
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Tel. 21 782 3458
www.biblarte.gulbenkian.pt
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Mondays to Fridays: 09.30 to 17.30
Closed on Saturdays, Sundays and Public Holidays

**Modern Art Centre**
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Rua Dr. Nicolau Bettencout
1050-078 Lisboa
Tel. 21 782 3000 (switchboard)
Fax: 21 782 3037
www.camjap.gulbenkian.pt
camjap@gulbenkian.pt

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**Gulbenkian Institute of Science**
Rua da Quinta Grande, 6
2780-156 Oeiras
Tel. 21 440 7900
Fax: 21 440 7970
www.igc.gulbenkian.pt
info@igc.gulbenkian.pt

**Library**

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**Delegation in France**
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75007 Paris
Tel. 33 (0) 53 85 93 93
www.gulbenkian-paris.org
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**United Kingdom Branch**
49-50, Hoxton Square,
London N16PB
United Kingdom
Tel. +44 (0) 20 70 12 14 00
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info@gulbenkian.org.uk

**Calouste Gulbenkian Museum Building**
Museum
Fax: 21 782 3032
www.museu.gulbenkian.pt
museu@gulbenkian.pt

Shop
Cafeteria

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Tuesdays to Sundays: 10.00 to 18.00
Closed on Mondays and 01/01, 01/05, 25/12 and Easter Sunday

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