



**Horizon Europe Programme**

**EIT Manufacturing Business Plan 2023-2025  
(HORIZON-EIT-2023-25-KIC-EITMANUFACTURING)**

**Project proposal – Technical description (Part B)**

**April 2024**

<b>EIT MANUFACTURING BUSINESS PLAN 2023-2025</b>
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**List of participants**

<b>Participant No. *</b>	<b>Participant organisation name</b>	<b>Short name</b>	<b>Country</b>
1 (Coordinator)	EIT Manufacturing	EITM	France
2	EIT Manufacturing Central GmbH	CLC Central	Germany
3	EIT Manufacturing East GmbH	CLC East	Austria
4	EIT Manufacturing North AB	CLC North	Sweden
5	EIT Manufacturing South S.R.L.	CLC South	Italy
6	EIT Manufacturing West, S.L.	CLC West	Spain
7	EIT Manufacturing South-East Single Member P.C.	CLC South East	Greece
8 (Associated Partner)	Manufacturing SASU	SASU	France

**Executive summary**

The first EIT Manufacturing multi-annual Business Plan 2023 to 2025 (BP2023-25) defines the next steps in moving toward our purpose to improve people lives through sustainable manufacturing. In order to achieve our medium- to long-term goal of developing EIT Manufacturing into a service oriented organisation focusing on education, innovation and entrepreneurship. EIT Manufacturing empowers the European manufacturing domain by supporting skilled people, emerging technologies and start-ups with strong innovation capabilities. The focus in 2023-2025 is on value creation by reaping the rewards of investment as well as growing the impact by further expanding activities and the ecosystem. The total EIT Manufacturing investment in these three years will be € 165 million with an anticipated EIT financial contribution of €119,8 million.

The main goal for the years to come is the transformation of EIT Manufacturing into a well-regarded service organisation offering qualified services to the European Manufacturing domain. This transformation will include all parts of the organisation; the pillars, the CLCs and the Manufacturing SASU. A catalogue of possible service offerings has been established and prioritised. First results have been achieved already. According to our go-to-market strategy, services have been piloted and the successful one are about to be rolled-out to the rest of the whole organisation. A first portfolio of start-ups with financial sustainability agreements has been established, with a total investment of €2.8 million in 10 start-ups. An accelerated focus on start-up investment with an EIT Manufacturing investment arm mechanisms, is under studies with the ambition to have our first defined structure in place within the Business planning period.

EIT Manufacturing will focus its investment in the next three years on integrating and scaling a Pan-European approach of all pillars: Innovation, Education, and Business Creation, securing a RIS countries emphasis and a CLCs partnership focus. These ambitions are in line with EIT Manufacturing Strategic Objectives.

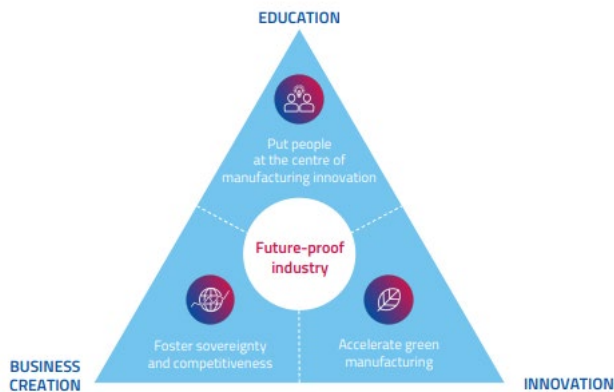


Figure 1: Overview of KIC's three Strategic Objectives

The Strategic Objectives of EIT Manufacturing focus on Skills, Resilience and (Environmental) Sustainability. EIT Manufacturing will enable the emergence of innovation-based manufacturing companies, provide existing industries with strong support to realise disruptive and incremental innovation, and drive competitiveness through re-skilling and training. EIT Manufacturing will enable EU manufacturing actors to compete on global markets, providing attractive jobs and setting global standards. EIT Manufacturing is grounded in several key European initiatives, amongst them the European Institute of Technology and Innovation (EIT) and Horizon Europe. The following three strategic

objectives (see Figure 1) give direction are:

1. **Put people at the center of manufacturing.** Europe requires a highly skilled workforce, employed in attractive jobs. A majority of the workforce will need reskilling to be able to engage in a range of jobs transformed by market trends, e.g., digitalisation.<sup>7</sup> EIT Manufacturing will address this through supporting the creation of new, attractive industry jobs and pan-European education training programmes platform, which has been launched in 2021 with the name of Skills.move. EIT Manufacturing supports up- and re-skilling *inter alia* by leading the *Deep Tech Talent Initiative*, one of the four flagships of the *New European Innovation Agenda*. Furthermore, EIT Manufacturing will increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs).
2. **Accelerate green manufacturing.** European manufacturing must commit to radically reduce its climate impact whilst creating closed-looped manufacturing. EIT Manufacturing will support industry in reducing emissions, environmental pollution, energy, and material consumption, while also promoting the transition to a *Circular Economy*. It will thus significantly contribute to goals set out in the *European Green Deal*, the *Net-Zero Industry Act*, the *Critical Raw Materials Act*, and other European or national initiatives.
3. **Foster sovereignty and competitiveness.** Europe needs both disruptive and incremental innovation to increase the competitiveness of manufacturing and strengthen its resilience. Europe competes in a challenging global market that requires extreme agility towards customer demands. EIT Manufacturing will increase industry's agility, flexibility and resilience. The KIC will support established players as well as new innovative start-ups and SMEs, which are key sources of innovation across Europe. A continuous focus will be put on enhancing the innovation capacity of EIT RIS eligible countries. EIT Manufacturing will promote European cohesion to support attractiveness for industrial investments in the context of de-globalisation, green manufacturing and reshaping of supply chains.

### EIT Manufacturing's integrative and responsive approach to innovation

EIT Manufacturing operationalises its strategy along four integrated areas, **Education, Innovation and Business Creation for promoting knowledge triangle integration, and secure for the deployment of tailor-made activities on RIS countries.** Each area has clearly defined internal programmes. The KIC initiates concrete actions to involve the private sector, particularly SMEs and start-ups, in the activities of each area, including education, training, and skills development. To ensure alignment to the Strategy, each Strategic Objective is addressed with two Strategic Initiatives, which guide the definition of the call for proposals, including the selection criteria. In addition, regular bottom-up consultations will be carried out amongst relevant EU players, to give guidance enabling EIT Manufacturing to respond to newest technological developments or variations in stakeholder needs.



### Objectives and Key results expected in 2023-2025

The underlying objective for BP2023-25 is in line with our Strategic approach of “Less is More” and key objectives, in line with the Strategic Agenda of EIT Manufacturing, are:

- Transforming EIT Manufacturing into a well-regarded service organisation offering qualified services to the European Manufacturing domain.
- Achieving tangible results on financial sustainability by growing the impact and creating value.
- Driving the “European Manufacturing System” approach by integrating all pillars and activities.
- Contributing to the New European Innovation Agenda and European Union’s sustainability goals (Green Deal).

All programmes and operational arms of EIT Manufacturing will contribute to these key objectives, and the pillars and CLCs will start to launch their first service offerings. One example that is already available and currently piloted within our partnership is “Open Innovation services for corporates, mid-caps and SMEs”, which include scouting services to provide access to innovative technologies from all over Europe, to solve challenges. This service follows a key tenet of the go-to-market strategy: test the services first within the partnership and use experiences and lessons-learned to professionalize the service before it is launched to the open market. Other examples of services that are currently piloted include the “Technology Push Support” (CLCs), and the “Innovation Policy - Best Practice Classes” for local authorities (RIS), which focuses on adapting and cross-fertilising successful innovation policy examples – like the very successful “Visit Vienna”, a joint programme of the city of Vienna and EIT Manufacturing – to other regions in Europe.

### Implementation of the Strategic Agenda of EIT Manufacturing

With BP2023-25, EIT Manufacturing continues the consistent and successful implementation of its strategy, as laid down in its Strategic Innovation Agenda. At the same time, EIT Manufacturing is an agile organisation, incorporating lessons learnt as well as adapting to changing circumstances. In our Strategic Agenda (SA) 2021-2027, EIT Manufacturing stated that the manufacturing world will change significantly between 2020 and 2027. The shift gained further momentum with the unprecedented crisis of the COVID-19 pandemic and the war in Ukraine. By 2027, the European manufacturing industry will have accomplished significant progress in terms of decarbonisation, through transformation of the most polluting operations but also through use of digital solutions as enablers.

EIT Manufacturing’s BP2023-25 will be a key contributor to this journey, enabling and supporting Europe’s progress towards a future in which manufacturing is innovative, climate-neutral and resilient. EIT Manufacturing will continue to foster a culture of innovation through diversity and cross fertilisation, acting as an inspiration to manufacturing employees and professionals – within our internal network of members and partners and externally. The Open Innovation platform AGORA is an important enabler, allowing us to reach out to the whole European manufacturing community.

EIT Manufacturing will gradually move towards being a service organisation and increase its financial sustainability within the established organisational framework. It will achieve this by implementing the financial sustainability mechanisms already developed and by using its community platforms, such as the guided learning platform “Skills.Move” and the Open Innovation platform AGORA, to generate revenue streams. EIT Manufacturing will continue to invest in promising innovation opportunities, start-ups and SMEs, in the areas of Business Creation and Innovation, and will also start in 2023 to collect additional revenues through degrees and certificates.

#### *Drivers for the design of EIT Manufacturing’s BP2023-25*

The two main drivers for EIT Manufacturing’s BP2023-25 are further integration of the Knowledge Triangle and strengthened financial sustainability. EIT Manufacturing is ideally positioned in terms of partnership and strategy to achieve these aims. Regarding financial sustainability, the ground is prepared, and the organisation and legal framework is established. First results have been achieved already, for instance, within the Business Creation pillar, where activities in the Create, Accelerate and Transform programmes are well positioned to provide financial support to portfolio companies. This has already started to contribute to fostering growth and to achieving short term impact, as well as financial sustainability revenues through service delivery, and we plan to grow this revenue significantly in the future.

The exploitation of digital technologies, like artificial intelligence (AI) and Manufacturing Data Spaces, will be a powerful enabler to achieve the ambitious objective of a 30% reduction in CO2 emissions by 2030. EIT Manufacturing is actively engaged in the Gaia-X initiative, supporting development and market introduction as an active partner in several national and European funded projects (HEU Flex4Res GA 101091903, DE/AT EuProGigant, DE ESCOM, DE DIONE-X). EIT Manufacturing is also engaged in several European Digital Innovation Hubs (EDIHs) across Europe, which will function as one-stop shops that help companies dynamically respond to digital challenges and become more competitive. The rapid pace of technological innovation is continuously changing the skill sets required to perform manufacturing roles effectively. The lack of necessary skills and competencies, and difficulty of acquiring them, prevent manufacturing companies from reaching the cutting edge of innovation and competitiveness. Therefore, EIT Manufacturing very much welcomes the “Deep Tech Talent Initiative (DTTI)” of the European Commission and plans to coordinate and contribute significantly, e.g. with the online learning platform Skills.Move and the Teaching and Learning Factories (TLFs), to the success of this European initiative. In addition, EIT Manufacturing accompanies early-stage developments through active project participation in innovation actions of HEU (e.g. COGNIMAN, GA 101058477). This allows the targeted recruitment of talents and innovative solutions for the KIC community.

#### *Risk management and assumptions*

EIT Manufacturing’s BP2023-25 assumes the continuity of operational and funding schemes, based on the Horizon Europe regulation and legal framework. Furthermore, it is assumed that multi-annual activities like the Digital Learning Platform, the Open Innovation Platform, the Business Creation Programmes and the Manufacturing SASU can be developed further as a basis for additional revenue and the long-term financial sustainability of EIT Manufacturing.

A major source of risk to be monitored from an operational point of view is the exit of members from the partnership. To mitigate the risks connected to termination of memberships, processes and services are improved continuously, to better automate and serve our ecosystem to bring them added value. EIT Manufacturing’s management team, especially the CEO and COO, closely monitor risks in KIC operations and will react accordingly if potential problems arise.

## **I. Excellence in regard to the KIC’s Multiannual Strategic Agenda 2021-2027**

### **1.1 Objectives and ambition**

#### *A. Strategic alignment of the Business Plan to the Strategic Agenda 2021-2027*

The European manufacturing landscape faces manifold challenges, which are discussed in depth in the Strategic Agenda (SA) guiding EIT Manufacturing’s work for the coming years. These challenges concern industry-specific issues, as well as societal challenges that cover almost all critical areas of the United Nations Sustainable Development Goals (SDGs). To measure progress towards achieving these Strategic Objectives (SO) and envisaged impacts, we have developed a comprehensive set of KPIs covering the short-, medium- and long-term perspective, so we can trace the pathway towards the intended end effects. These KPIs include both EIT Core KPIs as well as some that are specific to EIT Manufacturing.



To implement an environmentally friendly, resilient and human-centric approach, BP2023-25 will focus on the three (3) Strategic Objectives set in the revised Strategic Agenda and respective Strategic Initiatives. Each Strategic Objective is supported by two Strategic Initiatives (SI), which put the SOs into practice by guiding the KIC's activities towards societal and economic impact. In the revised SA text, these SIs are clearly linked to KPIs that are Specific, Measurable, Achievable, Relevant, and Time-Bound:

- **SO1 Put people at the center of manufacturing**
  - SI 1.1: Increase skill agility and reduce skill gaps through upskilling and reskilling on key manufacturing technologies, innovation, and entrepreneurship
  - SI 1.2: Reinforce the attractiveness of the manufacturing work environment through technologies and digitalisation
- **SO2 Accelerate Green Manufacturing**
  - SI 2.1: Promote circular manufacturing through servitisation of business models and optimised design
  - SI 2.2: Transform the industry towards zero emissions through a holistic, full-value-chain decarbonisation approach
- **SO3 Foster sovereignty and competitiveness**
  - SI 3.1: Enhance manufacturing system flexibility, supply chain resilience, use data spaces and artificial intelligence as an enabler for data sovereignty
  - SI 3.2: Scale up innovations in strategic manufacturing industries and reduce time-to-market to support European competitiveness

Activities within this Business Plan will address the six Strategic Initiatives associated with the SOs, and will contribute to achievement of the KPIs target goals set in the Strategic Agenda. Collaboration in Cross-KIC activities and strong engagement in activities impacting RIS eligible countries will raise awareness and visibility, and broaden the outreach of EIT Manufacturing, helping to grow the partnership and involve regions and countries with moderate innovation activities. Our targets for 2023-2025 for the EIT core KPIs are displayed in Table 2.1.

#### *B. EIT Manufacturing's objectives, priorities and expected results*

The headline for the BP2023-25 is "Target and Focus". The overall objectives, in line with the Strategic Agenda of EIT Manufacturing, are:

- Transforming EIT Manufacturing into a well-regarded service organisation offering qualified services to the European Manufacturing domain.
- Achieving tangible results in financial sustainability by growing the impact and creating value.
- Driving the "European Manufacturing System" approach by integrating all pillars and activities.
- Contributing to the New European Innovation Agenda and the EU's sustainability goals (Green Deal).

The Innovation Pillar activities will be evolving over the 2023-2025 period to allow for better resource allocation and higher impact according to the pillar's objectives: 1) build a dynamic and resilient portfolio of innovation projects that reflects the KIC's strategy; 2) focus on the economic impact of funded projects; 3) start to put an increasing focus on social, environmental and financial impact in line with our SOs; 4) foster cross-pillar collaboration to increase the overall impact of our programmes. These objectives will be achieved thanks to the improvement of the regular call process and increased support to innovation activities. EIT Manufacturing will also continue its effort to turn AGORA, the European Manufacturing social network and Open Innovation platform, into a commercially viable platform bringing added value to the partnership. Finally, through the development of assessment methodologies and KPIs, EITM will ensure that its funding is directed towards innovations with a positive and measurable social and environmental impact, positioning itself as a reference for manufacturing.

The goals of Education for 2023-25 are set to progress towards the strategic objectives of the Strategic Agenda and the vision of the "European Manufacturing System". In particular, three main objectives have been set: 1) expand EIT Labelled programmes by integrating and complementing education courses created in the previous years into Non-degree and Fellowship programmes; 2) develop and consolidate promotion and engagement approaches and channels to ensure wide outreach and scale up of EIT Labelled Master, PhD and other programmes 3) further strengthen education assets and business models, the Digital Learning Platform and ecosystem Skills.move, the Teaching Factories, AGORA and

Learning Factories Marketplace, as a unique infrastructure enabling EIT Manufacturing as a service organisation. In addition, in line with the overall focus of 2023-25, we plan to enhance integration with Innovation and Business Creation through joint programmes that steer participation of students and learners in innovation and pre-acceleration activities.

Primary Business Creation objectives in 2023-2025 are to support, scale and accelerate innovative ventures and small businesses into impactful technology suppliers. The selection of Business Creation activities emphasise a pan-European approach making use the full geographical scope of our team. The start-up selection process is structured such that a combination of internal and external expertise enable the selection of high potential startups with the goal to support fast implementation of ground-breaking innovations in relevant industries and market segments.

The establishment of a stable ecosystem in EIT RIS countries that is directly linked to the EIT Manufacturing community, while empowering actors from RIS countries, continues to be a key objective. To this end, EIT Manufacturing deploys a range of activities to build the capacity of EIT RIS startups, students and researchers, facilitating their participation in our programmes and engaging entities in digital transformation, acceleration and transformation of research into innovation activities. EIT Manufacturing will continue its activities relevant to business creation, especially towards the twin digital and green transformation in manufacturing and create new services for manufacturing stakeholders related to innovation. Synergies with regional and national authorities, in close collaboration with the CLCs, the established network of EIT Manufacturing RIS Hubs and EIT Community RIS Hubs, will be further enhanced.

### C. Key success factors and lessons learnt

Table 1: Key success factors

Key success factor	Description
Additional Call for Proposals	Launch of a second call during the year (September) to complement the portfolio in areas not adequately addressed and emerging challenges.
Option for activities of longer duration	Part of the call budget will be dedicated to 2-year projects, allowing consortia to go for more ambitious goals and broader impact.
Dedicated WP on commercialisation aspects for all funded activities	Mandatory WP and DEL around the commercialisation strategy to ensure that the consortium dedicates enough resources to ensure a successful commercial launch at the end of a project.
Clear business model for AGORA	Commercialisation strategy developed with external support to re-focus the path to revenue generation for AGORA.
Transition of BC activities into value-generating service	Commercialisation strategy developed and oriented towards financial sustainability revenues through defined BC service lines and programmes.
Potential for long-term revenues generation by managing a vested start-up portfolio professionally	By fostering our Access-to-Market and Access-to-Finance support services and establishing financing envelopes in the Accelerate programme, we can leverage successes and increase potential for cashing in future sustainability revenues.
Increased engagement of applicants from EIT RIS eligible countries	Our support system for potential applicants from RIS countries to apply to our Calls for Proposals increases the number of participations from RIS countries.
Proprietary integrated infrastructures to support activities	Skills.Move and its ecosystem, including AGORA, is a powerful infrastructure to support different types of learning activities: digital plus VR/AR through the digital learning platform; challenge-based through the Teaching Factories sphere on AGORA; hands-on through the Learning Factories network.
Contribution to the New European Innovation Agenda	EIT Manufacturing will deploy activities at all sides of the Knowledge Triangle for promoting and advancing Deep Tech solutions, including.

	<p>activities focused on Industrial Internet of Things, AI, VR/AR, human-robot collaboration and more. EIT Manufacturing is also committed to playing a key role for the success of one of the four flagships of the New European Innovation Agenda: the Deep Tech Talent Initiative. EIT Manufacturing will not only contribute directly, it will also coordinate a joint effort of the KICs to engage and organise the European players to collaborate towards the ambitious goals and targets set up by EC and EIT.</p>
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**Table 2: Lessons Learnt**

Lesson learnt	Description	Application in BP2023-25
Financial sustainability	The revenue sharing mechanism has not been shown to be successful.	Additional monitoring has been put in place to have a better view on the commercialisation strategy during the midterm review. In addition, all pillars will have dedicated resources to support the FS process and identify opportunities.
Financial sustainability	In 2021 and 2022, BC continued to offer Scaleup Support Agreements with existing portfolio companies, as well as with newly assessed companies, so that a rich portfolio could be established as a good basis for a financial kick-back through the described FS mechanism. In 2021, options on equity granted to supported companies already could be turned into equity by attracting external investors for our supported companies.	This activity will sign Startup Scale-up Support Agreements for Base Service Fees on a more systematic basis. It will also deliver special expertise services against direct payments, i.e. marketing and branding coaching services. Consequently, different FS mechanisms will apply: <ul style="list-style-type: none"> <li>• Selling equity in supported startups</li> <li>• Startup services – base fees for support to startups with access to market and financing</li> <li>• Corporate fees for supporting open innovation in manufacturing</li> <li>• External fees: support to external agencies for facilitating mutually beneficial access to EIT Manufacturing’s network</li> </ul>
Monitoring of call activities	Close monitoring throughout the year is a necessary tool to prevent end-of-the-year underperformance and to address any issue in due time before the reporting period.	EIT Manufacturing will implement a close monitoring of call activities in the period 2023-25, standardising this procedure even more where needed. From Q1 2023, the new integrated IT system will also provide better tools to improve the monitoring of the projects.

*D. Impact, innovativeness and relevance of the Business Plan*

- EIT Manufacturing is addressing all three cornerstones of the Knowledge Triangle, with the aim of transforming and integrating them to create a pan-European, unique innovation ecosystem capable of responding rapidly and effectively to societal challenges and market opportunities.

In alignment with the revised SA, activities in this BP will encompass a targeted approach towards eight specific manufacturing industries, most accompanied by critical areas, that EITM will spend an extra focus on. The industries will serve as focal points for EIT Manufacturing's efforts. By tailoring initiatives to the unique needs and dynamics of each sector, and even more specifically the critical focus areas within those sectors, the KIC aims to amplify the impact of the strategy, foster innovation, and contribute significantly to the advancement of manufacturing excellence across diverse industrial domains. The following table provides an overview and highlights segments 1. – 3. which are of particular attention to the KIC:



Industry segment	Extra focus
1. Automotive	Batteries, Hydrogen
2. Machinery & equipment (including robotics), electric equipment	Batteries, Robotics
3. Computers, electronic & optical products	Semiconductors, Solar
4. Manufacturing of basic metal /metal products	CleanTech
5. Air & Spacecraft	
6. Chemicals & Pharmaceuticals	Biomanufacturing
7. Food & Beverages	
8. Textile & apparel	

Further, a focus on specific transversal technologies will enable the KIC to build more in-depth expertise on the selected technologies, e.g., through recruitment, knowledge management and training within EIT Manufacturing as well as through interactions with partners. The technology focus areas and the related transversal technologies are displayed in the figure below.



The Innovation call will continue to contribute to the overall impact that the KIC wants to achieve, and to do so, it will evolve in several directions. First, the thematic areas will focus more on the two main transformations that drive the evolution of manufacturing: digitalisation and sustainability. Digitalisation continues to be a key driver for competitiveness and involves increasingly complex cyber physical systems. Among them, data spaces for manufacturing are a priority according to the European Strategy for Data, and the KIC will continue to support activities allowing deployment of secure data environments and transactions for the benefit of SMEs. Achieving sustainability through transition to a circular economy is now one of the most pressing needs of the European economy, and its introduction in manufacturing, from technologies to business models, will be supported increasingly by the KIC. A second area of evolution involves the KIC’s intention to put in place mechanisms that favour proposals going beyond the state of the art by providing more support, a change that will contribute to the KIC’s financial sustainability. Thirdly, to ensure optimal KTI and synergies between pillars, Innovation will create bridges with BC, Education and RIS programmes, to ensure start-ups or students supported through these programmes will be beneficiaries of Innovation programmes as well.

The Education pillar is structured to ensure individuals’ lifelong attraction, education, and upskilling in manufacturing, from youth, throughout their maturity. It supports personal and professional development, enabling individuals to be active drivers of advanced manufacturing competitiveness, and social and environmental sustainability. Based on Knowledge Triangle Integration, our education programmes address competences and skills necessary for the four strategic Flagships and for needs that are progressively identified in Innovation and Business Creation activities.

The Business Creation Pillar has structured its activities in several strategic areas that provide a range of services to start-ups, scaleups, corporates and SMEs while allowing the pillar to establish the innovation funnel and deliver KPI-achievements, sustainability revenues and success stories. The Venture Building and pre-acceleration activities in CREATE will identify and support early-stage spin-offs/teams/start-ups and provide them tools to advance to the next stage of maturity and enter the start-up funnel. The financing available through ACCELERATE combined with support services will also contribute to the financial sustainability in the future. The TRANSFORM programmes stimulate technology pull from industry and technology push into industry, fostering the transformation process in the European

manufacturing ecosystem. Business Creation team works to support the application of innovative technologies in manufacturing SMEs, mid-cap companies and corporates, horizontally along existing supply-chains, but also vertically, by integrating them into existing systems (ERPs, MESs, SPSs, etc.). Furthermore, the signature BoostUp! competition series, which has provided a unique pan-European platform for promising start-ups to be recognised in the past few years, will be expanded to annual competitions, and a key event to leverage and showcase successfully implemented proof of concepts and pilot projects between start-ups and corporates. .

RIS business creation activities in 2023-2025 aim to support innovative solutions with a special focus in green and digital solutions for SMEs to realise the twin (digital and green) transition in the manufacturing industry. The RIS segment EVO-R, focusing on innovation and business creation, will provide funding to external organisations seeking to bring small-scale manufacturing-related solutions that have been developed with the help of regional/national programmes to the European and other world markets. The second RIS innovation segment, “Innovating for a Circular Economy in EIT RIS”, will spread demonstration of technologies that reduce the environmental footprint of industry in existing high-technology infrastructures of RIS countries, allowing them to improve their flexibility and efficiency. “Artificial Intelligence at EIT RIS” segment will support activities that bring clear benefits to RIS beneficiaries, enhancing the innovation capacity of the countries through advanced AI solutions. The segment related to intrapreneurship will support individuals who are working in manufacturing companies in RIS countries and have an innovative idea to make their workplace safer, more ergonomic, more environmentally friendly, or better equipped to address other societal challenges. In addition, with the new RIS Inclusiveness segment, we aim to support innovative AI solutions to increase the number of people with disabilities working in the manufacturing industry.

#### *E. Education activities’ alignment with EIT Label objectives and strategic priorities*

One of the main objectives of Education for BP2023-25 is to align all the education activities to the EIT Label objectives and quality requirements. Concerning the EIT Label for non-degree programmes, as a first step – based on the results of the Manuskills activity run in 2021 and other relevant references such as EntreComp, DigiComp and Blueprint – EIT Manufacturing will finalize its own competency framework and create its certification system. This will be the basis for aligning the relevant education activities in the CONNECT & TRANSFORM area and complementing them with any missing components to create new non-degree programme that can deserve the EIT Label.

To completely align the EMPOWER area with the EIT Label, we plan to add a new Fellowship programme to the already labelled five Masters and one Doctoral programme. The Fellowship programme will be created through the alignment of the existing programmes, already conceived in the direction of the Label.

The alignment with the strategic objectives and focus areas of the KIC with EU strategic policies is driven through Call guidelines, in which the scope and requirements for the education activities is clearly specified. In addition, the strengthened adhesion to and integration of the education pillar within the “European Manufacturing System” approach naturally ensures an increased coherence and cohesion towards the strategic objectives of the whole organisation.

#### *F. Financial sustainability approach*

Financial Sustainability (FS) will be partly managed by the recently established commercial arm, Manufacturing SASU, but also by the KIC LE and the CLCs. The commercial arm will carry the FS mechanisms attached to Innovation and Business Creation activities, while the KIC LE will carry the Education FS mechanisms. At CLC level, services are developed to address the local needs of their ecosystem. As described in the SA, financial sustainability is of great importance for the KIC and has been taken into consideration in all pillars, all CLCs and by all partners when developing the projects and the activity portfolio of this Business Plan.

EIT Manufacturing has implemented various Financial Sustainability mechanisms, as follows:

- Partners own contribution – co-funding – not directly contributing to the sustainability of EIT Manufacturing;
- National and other EU grant – co-funding – directly contributing to our financial sustainability;
- The financial contribution from the EIT;
- Membership fees – annual fee per partner;
- Digital educational content sold through our Learning Platform – Skills.Move;
- Services to our ecosystem and external customers (success fee, IP licensing, access to finance, access to market, technology scouting etc.);
- Project support in the context of the execution of the project selected and supported;

- Future monetization of our shares and equity share after exit revenues;
- Revenues from Master School.

The details of the operationalisation and the expected revenues of the Business Plan 2023-2025 versus the Strategic Agenda are explained in Work Package 7.

### *G. IP Strategy of the Activities*

EIT Manufacturing has adopted its [IP Policy](#). The IP Policy is reprising and clarifying provisions of the Model Grant Agreement on IP Rights under the Horizon Europe Legal Framework. All activities deploy their IP strategy based on the EIT Manufacturing IP Policy and the Horizon Europe Legal Framework. For instance, the follow-up of the exploitation activities continues after the end of the funded projects.

Each funding recipient must examine the possibility of protecting its results and must adequately protect them, for an appropriate period and with appropriate territorial coverage, if a) the results can reasonably be expected to be commercially or industrially exploited, and b) protecting them is possible, reasonable and justified (considering the relevant factors). When deciding on protection, the recipient must consider its own legitimate interests and the legitimate interests of the other recipients.

All recipients must, up to four years after project completion, take measures aiming to ensure exploitation of its results (either directly or indirectly; in particular, through transfer or licensing), Exploitation is by no means limited to commercial exploitation. If despite the best effort for exploitation no uptake happens within a specific period after the end of the project (1 year), then the project must use the [Horizon Results Platform](#) to make exploitable results visible (unless obligation is waived by KIC LE or is impossible). The Horizon Results Platform is free, and part of the Funding &Tenders portal.

In collaborative projects, particular emphasis should be given to establish rules and procedures for ownership (and the management of ownership – including protection strategies) of key project results. The rule is that results are owned by the recipient that generates them. agreement regarding the allocation and terms of exercise of that joint ownership. They can do this as part of a consortium agreement related to the activity or through a separate agreement, which only deals with the joint ownership of specific Results. The joint owners may agree not to continue with joint ownership but decide on an alternative regime, inter alia by transferring their ownership shares to a single owner with Access Rights for the other participants, once the Results have been generated.

The EIT Manufacturing provides a template Consortium Agreement (CA) to all recipients which also contains provisions about exploitation of results, background etc. This CA is not binding on the recipients who can choose to use another type of Consortium Agreement or Specific IP Agreement for their Intellectual Property Rights (IPRs).

## **1.2 Methodology**

### *A. Contribution to the European Taxonomy*

EIT Manufacturing is aligned with the “no harm principles” laid down in the European Taxonomy. Sustainability will be at the focus of the KIC’s BP2023-25, with the aim of delivering tangible outputs for an environmentally friendly, resilient and human centric “European Manufacturing System”.

### *B. KIC Ecosystem*

The partnership design allows for diversity – in manufacturing technologies and sectors and in representation of the entire product lifecycle – as well as incorporation of both B2B and B2C Partners. By September-2023, EIT Manufacturing had 80 Core Partners, from Industry (44), Academia (19) and Research and Technology Organisations (17), from 18 countries. Moreover, 50 affiliated entities to Core Partners organisations (AE/former LTPs) and 113 Activity Partners participate in BP2021-22 activities. The KIC’s partnership is presented in Section “3.2 Capacity of participants and KIC Partnership as a whole”.

A new membership model has been implemented in 2022. The goal was to unite more closely a relatively fragmented industry. The goal of the revision is to integrate more mid-sized and smaller companies – which make up more than 90% of the European manufacturing domain – into the KIC partnership. To do this, we introduced two new categories of membership, Mid-Sized Companies and Smaller Companies, with different levels of membership fees. Our expectation

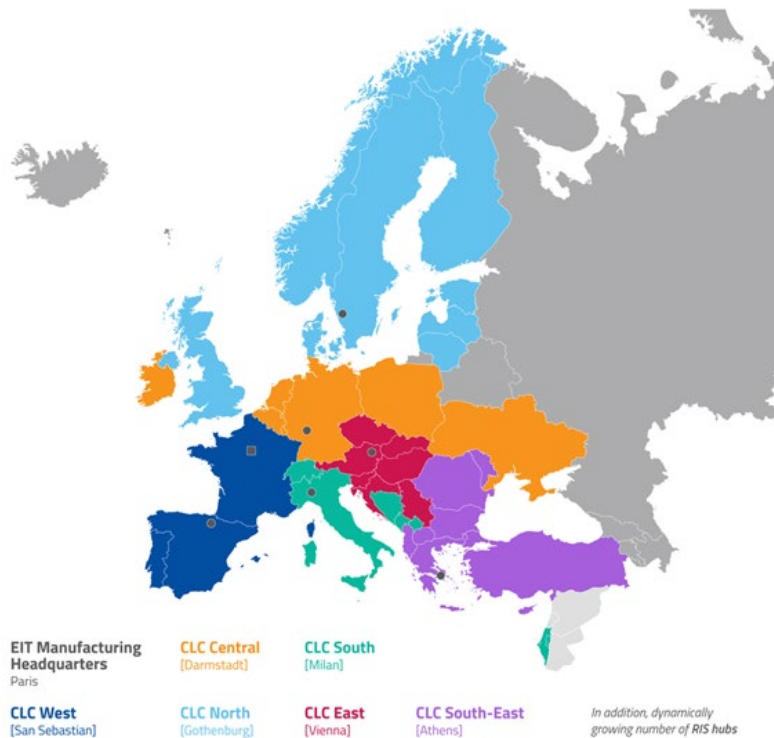
is that the increased number of Mid-Sized and Smaller Companies will compensate for decreased membership fees. The revised membership model will not change the governance structure of EIT Manufacturing: each member will have one Partner Assembly vote and the opportunity to get a seat on the Supervisory Board, which consists of 50% independent members, including the chairperson. There is no privilege for members when it comes to the distribution of the EIT Grant, which is invested in an open, transparent and competitive process. The new membership structure is as follows:

- Large enterprises, research institutes and universities
- Mid-sized companies (< 2,000 FTE)
- SMEs (< 250 FTE, turnover < €50 million or balance sheet < €43 million)
- Young companies (turnover < €4 million, founded < 6 years ago)

The organisational structure of EIT Manufacturing currently includes six Co-location Centres (CLCs) providing a broad coverage of European countries and strong anchoring to regional ecosystems. The newly established CLC South-East, located in Athens, will be at full operational speed in Q4 of 2022.

The structure is currently complemented by 11 RIS Hubs that are active in RIS countries.

The CLCs act as the link between the partnership and the KIC organisation. They facilitate and support entrepreneurial activities at a regional level, establishing EIT Manufacturing as a key player in the local innovation ecosystem. The CLCs



contribute to the development of the manufacturing industry in the local economic and educational ecosystem with the goal of boosting innovation. The operation and management of the CLCs contribute to pan-European business development and support the local partnership in implementing the EIT Manufacturing strategy. The performance of the Co-location centres is assessed based on measures such as:

- Partnership consolidation and development (new partners actively engaged in the KIC community);
- Synergies with national/regional and local stakeholders (formalised collaborations);
- Engagement of key actors, outreach and dissemination (events co-organised with, or including, media presence);
- Boosting innovation capacity in EIT RIS countries by a) engaging and facilitating cross-national and cross regional synergies among key manufacturing innovation players b) offering tailored services/programmes;

- Promoting Knowledge Triangle Integration at the local level;
- Collaborating with other KICs at the regional/national level;
- Contributing to launch and scaling up of additional revenue streams for the KIC (alternate funding streams including non-EIT funded projects, revenue from business services, education content).

#### Activity selection processes

The activity selection processes at EIT Manufacturing are coordinated by the in-house Programme Management Office (PMO), in compliance with the EIT rules and EU general principles. The activity selection process is facilitated by the PMO, but the portfolio selection role belongs to the Management Team (MT) members. The rules and principles governing the process are designed to ensure that applicants have equal access to funding and that funds are spent properly and efficiently. The EIT Manufacturing Calls for proposals process starts with identifying the call type and customising the call guidelines to the need expressed by the thematic pillar. This process is bi-annual.



### i. Call type identification, preparation, and launching

The PMO presents the available call types to the Thematic Pillar and the Thematic Pillar selects the ones that better match the scope of the activities to be funded. The call types are as follows:

- **Open Calls:** the most common type of calls, open to all types of participants and entities from EU and HE-associated countries.
- **Calls addressed to KIC partnership** calls only allowed if necessary for implementation of the KIC Strategic Agenda.
- **Direct awards** without any call that are only allowed for:
  - ongoing activities already selected and awarded by EIT Manufacturing;
  - education activities within the duration of the EIT Label awarded to the recipient of the financial support by EIT, or;
  - in other very exceptional, duly justified, and documented cases for direct awards required for the implementation of the KIC Strategic Agenda.
- **Follow on funding** calls to fast-track high performing projects that successfully concluded their participation in a previous Call for Proposals and have shown to have high potential results.

Once the type of call to be used is selected, the Thematic Pillars and the PMO develop the call documents by following a pre-defined template.

The call documents are published on our website, on the F&T portal, and on social media, to guarantee transparent procedures for all. Call information events are already foreseen in the call guidelines and are carried out by the Thematic Pillars and the PMO.

### ii. Call Evaluation and selection process

For all activities selected by calls, the following steps are followed to adhere to strict ethical and transparency rules and to ensure the robustness of the received proposals:

- **External evaluators panels:** the Thematic Pillars and PMO identify, following a 4-eyes principle, the different External Evaluators and Rapporteurs, from a list of experts selected through an open call based on their educational background and professional experience. Both external Evaluators and Rapporteurs are required to sign specific clauses of confidentiality and non-conflict of interest before carrying out the activity. Once experts are officially contracted, Thematic Pillars form the Evaluation Panels together with the PMO. At least three External Evaluators are invited to evaluate the proposals and produce an Individual Evaluation Report (IER).
- **Eligibility check:** After the proposal submission deadline, the PMO and the Thematic Pillars check all submitted proposals against eligibility criteria defined in the guidelines, following a 4-eyes principle. Ineligible proposals are rejected, and applicants are duly informed.
- **Featured processes:** EIT Manufacturing has developed detailed guidelines and training for the actors directly involved in the evaluation and selection process. Furthermore, to guarantee maximum transparency and efficacy of the whole evaluation, the Evaluation tool guarantees full traceability and confidentiality for the whole process. In order to ensure that proposals with the highest innovation potential are selected, several sub-criteria are included in the guidelines of the Innovation calls. Some of the more relevant ones are the following:
  - The result of the activity represents a step forward compared to the current state-of-the-art innovation, in terms of technology, application or business model.
  - The specific needs of the target groups are clearly addressed and sufficiently broad to guarantee a significant scalability of the key marketable innovation(s).
  - The innovation impact potential is high, with a convincing and realistic revenue projection and commercialization plan. In addition, a convincing IPR (Intellectual Property Rights) strategy among the partners is in place.
  - The Business Owner's track record in commercializing similar solutions in relevant manufacturing sectors has been described. The organisation has a deep understanding of the target group(s) and proven experience in creating new businesses.



- **Portfolio Selection:** In parallel with the evaluation by the external experts, the Management Team of EIT Manufacturing carries out a strategic evaluation of the proposals. All necessary measures are put in place to ensure that conflict of interests are properly identified and mitigated during this evaluation. Based on the Evaluation Summary Report (ESR) and the ranking of the project proposals, the Management Team applies the portfolio strategic evaluation factors to select the proposals to be awarded (with recommendations).
- **EIT communication:** The PMO develops and provides the call reports (which include information from the launch of the call, possible updates of information, the submission process, the eligibility check, and the overall evaluation process) and sends them together with the ESRs and overall proposal ranking to the EIT.
- **Procedure for appeal:** A Proposal Leader may request an evaluation review if it considers that the application evaluation procedure (including the eligibility check) has not been correctly applied to its proposal. Only the procedural aspects of an evaluation may be the subject of a request for an evaluation review; for example, process errors or technical problems. An evaluation review committee shall provide an opinion on the procedural aspects of the evaluation and shall be chaired by and include staff of EIT Manufacturing and the relevant pillar who were not involved in the eligibility check or evaluation of the proposals. The evaluation review committee may recommend one of the following:
  - a reconsideration of the proposal’s fit to the eligibility criteria (if applicable);
  - a re-evaluation of the proposal to be carried out primarily by evaluators who were not involved in the previous evaluation;
  - confirmation of the initial evaluation.
- **Communication of the project results to the applicants:** A notification with the Evaluation Summary Reports and recommendations for changes are sent to applicants. Proposals selected for funding are asked to make revisions based on specific recommendations, during a defined timeframe, to include requested changes (if any).
- **Final portfolio selection:** Once the period for changes is over, the related Thematic Pillars carry out a compliance check on the proposals submitted for funding. If the proposals have fulfilled the requested recommendations, they are proposed for final inclusion in the BP.
- **Communication:** a report with a general overview of the call, partners, geographical coverage, etc. is prepared and sent to EIT. The overview will also be published on the EIT Manufacturing website and social media.

### *C. Open science*

The Open Innovation platform and social network AGORA, deployed by Innovation for the benefit of the entire manufacturing community, can be used in the future as open science infrastructure for dedicated pan-European action. EIT Manufacturing policy indicates that all individual digital nuggets (small digital learning units) developed by Business Plan activities are published as open access, and accessible by any user on the EIT Manufacturing platform Skills.Move. The Business Creation pillar builds its portfolio on the basis of technical diversity (VR/Mixed Reality, AI, Robotics and Automation, Cybersecurity, etc.) as well as different target market sectors. The portfolio composition will be updated frequently, on the basis of continuous sharing of knowledge with external experts as well as through feed-back resulting from our dissemination activities. Many RIS activities, from the Digitalisation in Manufacturing segment to the Teaching and Learning Factories one, implement open science principles through the sharing of best practices to EIT Manufacturing’s partners and external organisations.

### *D. Social science*

The Open Innovation platform and social network AGORA also can be used in the future to conduct community surveys. The platform will include analytics tools, and as a result, could be used as infrastructure to generate data for social sciences research, depending on the subject and parameters of the research. The integration of social sciences and humanities is mostly embedded in coaching and mentoring; reflection and self-assessment activities to support EIT Manufacturing students to develop their transversal skills; or in women’s empowerment activities. We plan to make more explicit references to these contributions, in the next stage of refinement of the education programmes, on the basis of the feedback collected and lesson learned from the first cohort of students and learners.

### *E. Gender dimension*

In the development of the current Business Plan, great emphasis has been put on gender balance and diversity. The partners have been guided through specific check lists, to design their activities carefully, so that they foster the

participation of women in any phase (from definition of requirements to use of results) and in any group (project team, testers, users, customers) with a stake in project development and exploitation. BP2023-25 also includes dedicated activities supporting this goal. An indicative example is LEADERS, a RIS activity that aims to reach out, identify, highlight and support the best women innovators (innovators, researchers or professionals in EIT RIS countries) who have developed solutions with high potential impact in manufacturing. Additionally, in 2023, a new Education Activity, Women in Manufacturing, will be launched to empower students and professionals.

## II. Impact

### 2.1 KIC's pathways towards impact

WP (Funding allocation)	Expected results and impact
<p>1. <b>Education</b> (30,7 M€)</p> <p>1.1 Leadership and sustain (3,9M€)</p> <p>1.2 Empower (9,5M€)</p> <p>1.3 Connect &amp; Transform (15,2M €)</p> <p>1.4 Engage (2,1M €)</p>	<p>Overall, the Education activities aim at strategic objectives of the Strategic Agenda to create Competitive Manufacturing Skills and Social Sustainability. There is a specific focus for the period 2023-25 on: expanding the EIT Label to address wider target groups foster innovation and entrepreneurial skills in the manufacturing sector, and promote the EIT label; increase the involvement of the learners scaling up the programmes; and strengthening the educational assets (Digital Education Platform and its ecosystem) and organisation.</p> <p>Strategy implementation; Label expansion; strengthening of infrastructures, organisation and distribution channels; new partnerships and alliances to attract, engage more learners and customers.</p> <p>Scale up and promotion of the five EIT Labelled Master and PhD Programmes, set up of the EIT Labelled Fellowship Programme. Open calls will be launched each year for a total planned amount of €2.2million for the Pioneering journeys, summer and winter schools open to students of EIT Labelled course and external professionals, and for the EIT Label Fellowship programmes.</p> <p>Increase and improve the education and training offering and integration in a new Non-degree EIT Label. Engage more paying companies and individual learners. In the period, Open Calls (at least one per year) will grant a total planned amount of €15 million in support to create and deliver new educational courses within the EIT Label for non-degree programmes. The rest of the budget will be used to create and maintain quality assurance system and a cross-pillar framework necessary for the Label and for the implementation of the Manufacturing System.</p> <p>Not-Labelled activities, aligned with EU policies to attract pupils towards Deep Techs, to empower Women in Tech, to create awareness about green and sustainable manufacturing. Open calls for the whole planned budget of €2.3 million will be launched to engage consortia to deliver these activities during the period 2023-25.</p>
<p>2. <b>Business Creation</b> (15,4 M€)</p> <p>- Area Leadership (3M €)</p>	<p>Business Creation aims to support the growth of startups in the manufacturing sector by fostering business engagements across Europe with manufacturing customers and supporting startup financing. Such support for early-stage manufacturing technologies will contribute to the competitiveness of European manufacturing.</p> <p>Business Creation will support European manufacturing startups in their innovation, growth and international expansion strategies. This will be accomplished through a range of calls providing funding and promotion.</p>

<ul style="list-style-type: none"> <li>- CREATE (0,3M €)</li>   <li>- ACCELERATE (10,1M €)</li> <li>- TRANSFORM (1,2M €)</li>   <li>- BoostUp! 0,8 M €</li> </ul>	<p>CREATE offers support for early-stage startups. Business Creation is working with a network of partners around Europe to offer startups, university spin-offs and entrepreneurial teams business development and investment readiness support through coaching, workshops and networking opportunities. A pilot has been launched in 2023 (€0.1M) with planned expansion in 2024-2025.</p> <p>ACCELERATE is an open call offering grant funding to high potential industrial tech startups of up to €0.5M. The budget for the call for funding has been set to 10.1 M € for the period 2023-2025. Associated with the grant is a financial sustainability mechanism which will allow EIT Manufacturing to take equity in the startups through provision of services. Accelerate aims to support startups with innovative manufacturing solutions and technologies to bring their solutions to market. This funding can help the startup to achieve the milestones set out in their business plan.</p> <p>TRANSFORM provides funding, scouting and project management for proof of concepts/pilot projects between startups and manufacturing corporates and SMEs. The goal is to lower the barriers to first business and decrease the risk of failure for the startups. The funding per pilot project is up to 20,000 €, and the Business Creation team will support between 6-15 projects per year. Transform funding is specifically limited to supporting a defined proof of concept between the funded startups and an identified manufacturing customer. In addition, as part of the Transform activity technology-related events will be organized to introduce startup innovations to European manufacturers.</p> <p>BOOSTUP is the brand for EIT Manufacturing startup competitions. These competitions are used to support startup scouting and build networks with manufacturers. Cash prizes in the range €15k - €50k have been awarded per competition. The key BoostUp event is showcasing successful Proof of Concepts and collaborations between start-ups and manufacturing corporates and SMEs, on solving pressing industrial challenges.</p>
<p><b>3. Innovation (42,8M€)</b></p> <ul style="list-style-type: none"> <li>- Leadership Area (2,9M €)</li>   <li>- Launch (1,1M €)</li>   <li>- Develop (38,8M €)</li> </ul>	<ul style="list-style-type: none"> <li>- Strategy of the pillar, including improved FS scheme, social &amp; environmental impact and service strategy.</li>   <li>- Commercialisation of AGORA:             <ul style="list-style-type: none"> <li>- increase in the number of users, their engagement on the platform and the quality of the content to increase platform value</li> <li>- develop new features to facilitate added value matchmaking (people to people, people to organisations, challenges to solutions)</li> <li>- onboard sponsors contributing financially and with different interest in EITM community than that of regular members</li> </ul> </li> <li>- Launch of first services: business intelligence &amp; access to funds (pilots: 2023, first sales from 2024)</li>   <li>- Selection of innovation activities aligned with strategic topics identified through a yearly consultation process (meeting industry challenges and EITM strategic objectives). Activities will be selected according to 4 programs: large consortia (~ 600k€ per activity per year), Innovate Together (co-developed with DG RTD, ~ 250k€ per activity in 2024),</li> </ul>

	<p>SME transformation (~100k€ per activity per year) and start-up creation (to be launched in 2025).</p> <ul style="list-style-type: none"> <li>- 2023: 24 consortia supported</li> <li>- 2024: 36 consortia (including 28 from the regular call and 8 from Innovate Together), 4 SMEs supported</li> <li>- 2025: 30 consortia, 6-8SMEs, 4-6 start-ups</li> </ul>
<p><b>4. EIT RIS (15,7 M€)</b></p> <p>Area Leadership (1,5M €)</p> <p>EIT RIS: Engaging local players in KIC activities (10,5M €)</p> <p>EIT RIS: Fostering collaborations, mobilising, interlinking and internationalising national/regional networks, authorities and ecosystems (3,7M €)</p>	<p>The main objective of the EIT RIS pillar is to enhance the innovation capacity of RIS countries. EIT Manufacturing delivers on this objective by implementing activities under all three sides of the Knowledge Triangle and by networking and fostering collaboration.</p> <p>We aim to engage approximately 5 000 pupils, students and teachers in our education activities, and training teachers through particularly the Skills.Move platform. The Teaching and Learning Factories activities implemented in RIS have been very successful in the last years, developing projects all over the RIS area. In the period 2023-25, we aim to implement 20 TLFs in RIS countries. In relation to the support given to startups and SMEs in RIS countries, we plan to continue the work done in the previous years through call and non-call activities, adding additional segments with different focus. In total, the target for SMEs and startups supported for 2023-2025 by the RIS pillar is 100. Additionally, through the innovation call and non-call activities we aim at having 4 innovative products/services designed or tested and 4 marketed innovations. We expect also increased engagement in RIS outermost regions, which are part of the RIS eligible countries, as an outcome of a dedicated activity. The activity dedicated to the outermost regions will potentially include a pre acceleration programme to identify early-stage innovators, the organisation of local events and development of synergies with local and national authorities.</p> <p>The main objective is to expand our activities and attract additional participants to the KIC’s programmes through the EIT Manufacturing RIS hubs. The RIS Hubs will contribute to several KPIs covering all 3 pillars of the knowledge triangle, fully in line with the EIT RIS Hubs Minimum Standards and Guiding Principles. Through FOSTER, we aim to continue the work done until now with local authorities and to implement activities together with them to enhance the innovation capacity of the RIS countries. The target here is to increase the number of countries where we implement these synergies. Dedicated RIS Services will also be developed to leverage on the synergies created with local stakeholders.</p>
<p><b>5. Coordination (12,9 M€)</b></p>	<p>The coordination WP will address the optimisation of operations, ensure the proper frame for the pillars and the CLCs to develop and share the appropriate tools and resources to achieve their goals. Throughout the BP, EIT Manufacturing will run appropriate trainings and internal programmes to allow its people to develop themselves and provide a high level of services. As part of business process improvement, the IT system will be reshaped and launched for use throughout the organisation in 2023. To accompany development of the entire organisation, a focus on processes and excellence will be set up with the support of the internal audit (process excellence part).</p>
<p><b>6. Communication, dissemination and exploitation of results (2,3M€)</b></p>	<p>Communication and dissemination will refine the brand visibility of EIT Manufacturing as a service organisation and an added value partner for the manufacturing ecosystem. The main impact expected is to attract new organisations as Partners but also organisations as customers. In order to achieve this, the WP Communication and Dissemination will work with all pillars and CLCs, to promote the know-how developed during the projects and the successful support that EIT Manufacturing brings to its ecosystem.</p>

<p><b>7. Financial Sustainability (N/A – Associated Partner)</b></p>	<p>Financial Sustainability is a top priority for EIT Manufacturing, the revenues expected to be generated over the 3 year- Business Plan amount to €31 million, composed mainly of membership fees, consulting fees &amp; services as well as other sources of funding.</p> <p>By the end of 2025, the FS coefficient is expected to be at 30.5% and EIT Manufacturing will have reinforced its position as a business partner for the European Manufacturing Ecosystem.</p>
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*A. Contribution to outcomes and wider impacts*

Result	Contribution to outcomes and wider impacts
<p>Resilience of manufacturing</p> <p>Environmental sustainability</p> <p>Increase in employment in critical manufacturing technologies</p>	<p>Business Creation programs will strengthen the European manufacturing ecosystem by supporting innovators along the supply chain. Our goal is to find technology suppliers in Europe who can bring new solutions to industrial challenges. This will increase innovation within European manufacturing, reduce dependence on non-European technologies and help to secure intellectual property in Europe.</p> <p>Business Creation will focus on working with startups developing technologies that can improve manufacturing efficiency and support the transformation to a low carbon economy.</p> <p>Supporting startups to find new business opportunities and raise funding will lead to a growth in the startup headcount so introducing more people to a career in manufacturing innovation. Business Creation will work closely with Education pillar to introduce students with relevant skills to these startups.</p>
<p>Students and learners graduated with degree and non-degree EIT Labelled programmes</p> <p>Start-ups created by EITM students and learners</p> <p>Young people, girls, attracted to manufacturing. Increased societal</p>	<p>Contribution to the SA strategic objective 1 Put people at the center of manufacturing innovate, and more specifically to the Strategic Initiative 1.1: Increase skill agility and reduce skill gaps through upskilling and reskilling on key manufacturing technologies, innovation, and entrepreneurship. Providing more (deep) technical and innovation and entrepreneurship competences to the talents who will enter the sector, and to the employees and executive that are already in Manufacturing, while also promoting new mind-sets to transform the sector into a greener, more competitive industry, with people at the centre, for a more caring, inclusive and sustainable society.</p> <p>New products, services and business models inspired by industrial needs and societal challenges created by EITM students and learners pipeline focused on innovation an entrepreneurship.</p> <p>Ensuring a greater pipeline of talents for manufacturing while also enabling more women and men to achieve high skilled jobs, with good working conditions, and increased societal recognition and status.</p>



awareness of benefits of manufacturing.	
Commercialisation of AGORA	Contribution to the financial sustainability of EITM beyond the grant cycle. Recognised platform for European manufacturing and beyond.
Deployment of digital technologies	Allowing the digital transition beyond large companies, to include SMEs, in particular in RIS countries, for improved competitiveness and process optimisation.
Resilience of manufacturing	Faster and more focused mitigation measures of European manufacturing industry to unexpected events (natural, political, economic).
Environmental sustainability	European manufacturing industry leads the green transition, with companies being more competitive due to their compliance to environmental regulations in Europe and worldwide. Contribution to SDGs, Paris Agreement objectives and European taxonomy.

*B. Scale and significance of the Business Plan*

Contribution to outcomes and wider impacts	Scale and significance
Financial Sustainability	Increase the potential for cashing in sustainability revenues.
Environmental impact	Support circularity and contribute to scope 1 and scope 3 targets. EITM will promote circular manufacturing through servitisation of business models and optimised design. The impact targeted is increased resource efficiency in the sector (SI 2.1). Through SI 2.2 EITM also aims to transform the industry towards a net zero industry through a holistic, full value-chain approach.
Socio-economical impact	Foster human-machine augmentation and contribute to the transition from labour-oriented work to a knowledge-oriented workforce through upskilling and reskilling on key manufacturing technologies, innovation, and entrepreneurship. The impact targeted is a measurable increase in skill levels of European professionals and practitioners. (SI 1.1)
Economical impact	Increase efficiency in manufacturing (cost reductions and higher margins) horizontally, along supply and value-chains and vertically by integrating innovation into existing systems.

*C. Requirements and potential barriers to the impact & mitigation measures*

Requirement/potential barrier	Mitigation measure
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<p>Current energy (oil and gas) crisis, supply chain risks and rising inflation is affecting members of the KIC, including corporates and SMEs that are partnering with startups through BC activities and the supported startups that have solutions that include hardware components, especially with the prices of certain raw materials for the manufacturing companies.</p>	<p>The EIT Manufacturing BC team will address this challenge through close communication with the corporates and SMEs when providing open innovation services and by focusing on urgent topics set by the industry, especially ones related to improving efficiency and supply chain risk management.</p>
<p>Delays in semiconductor supply chain might put most of innovation projects at risk of not delivering expected results and impact according to initial schedules. Other events might produce the same effect in the future</p>	<p>Dedicated call thematic areas will be opened throughout the duration of the BP to support innovative solutions addressing current crises, such as supply chain resilience or energy sobriety.</p>
<p>The KIC is an external organisation, based abroad, so the potential for collaborations involving funding through national governments is seen as limited. Even if it is shown that the benefit of a potential collaboration will assist the national ecosystem, there is still hesitation to discuss funding a legal entity that is not from the respective country</p>	<p>In order to mitigate this barrier, the work of the RIS Hubs is paramount, as they are our local ambassadors when discussing potential synergies with local authorities. Moreover, sharing success stories, of cooperation between the KIC and RIS national authorities, or of RIS individuals/organisations making use of our opportunities, is a way to overcome doubts that local actors can have. It is also important to disseminate good practice and success stories of Business Creation cooperation with incubators, accelerators and VCs, with the goal of mitigating lack of trust when it comes to strategic cooperation schemes.</p>
<p>The continuation of the war in Ukraine will limit our activities in the country and the participation of local actors in the KICs programmes.</p>	<p>As already initiated by EIT in 2022, we might develop specific streams of work directed at Ukrainian actors to address the issues they face during the war and the future ones in the aftermaths of the war. EIT Manufacturing will participate in the WP dedicated to Ukraine in the XKIC Strategic Regional Innovations activity.</p>
<p>The above-mentioned energy crisis, war, supply chain risks and inflation impacting the manufacturing sector may divert the focus of the Industry from strategic initiatives such as re-skilling to short term action to address immediate pains.</p>	<p>In order to mitigate this issue, we can act at different levels:</p> <ul style="list-style-type: none"> <li>- Teaming up with European, National and Regional initiatives that promote and support or facilitate upskilling</li> <li>- Further expand the offer modularisation and customisation, leveraging the CLCs, Hubs and business partners.</li> <li>- Stimulate the training demand from workers side, in connection with increased personal development opportunities.</li> </ul>
<p>Start-ups may not have the resources to pay for the fees and services that BC team markets and offers</p>	<p>EITM offers service packages that are competitive on the market and bring value to the startups in an economical way. EITM offers a short period of support free of charge where a start-up can assess if our services are of value to their business.</p> <p>In addition, EITM will target those startups that are financially in good health and have money to invest in order to grow and eventually support the European manufacturing ecosystem.</p>

**Table 2.1. List of EIT Core KPIs - Year 2023, 2024 and 2025**

EIT area	KPI Code	EIT KPI	Target	WP(s)
<b>Innovation</b>	[EITHE02.4]	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented	<b>58*</b>	<b>3,4</b>
<b>Business Creation</b>	[EITHE04.4]	Start-ups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers	<b>22*</b>	<b>3,4</b>
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled programmes	<b>12*</b>	<b>2</b>
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups	<b>84.64 *</b>	<b>2</b>
<b>Education</b>	[EITHE07.1]	Graduates from EIT-labelled programmes	<b>810*</b>	<b>1</b>
<b>Leveraging investments in R&amp;I</b>	[EITHE11.2]	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity	<b>25,9% (total 3Y)</b>	<b>7</b>
<b>Horizontal outputs</b>	[EITHE18.1]	% of less represented gender in top governance and management positions combined	<b>43%</b>	<b>5</b>

\* Target adjusted to 92% average pro-rata allocation based on yearly financial allocations (2023→100%; 2024→100%; 2025→ 75%)

**Table 2.1.bis. List of EIT KPIs - Year 2023, 2024 and 2025**

EIT area	KPI Code	EIT KPI	Target 2023-2025	Indicate WP(s)
<b>Innovation</b>	[EITHE02.1]	<b>Innovations launched on the market</b> Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold	58*	3, 4
	[EITHE02.2]	<b>Innovations launched on the market by organisations from EIT RIS countries</b> Products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries	9	3, 4
<b>Business Creation</b>	[EITHE03.1]	<b>KIC Supported Start-ups/Scale-ups</b> Number of start-ups and scale-ups supported by KICs for at least 2 months in year N, provided the KIC's services contribute to the company's growth (including potential growth)	251*	2 ; 4
	[EITHE03.2]	<b>KIC Supported Start-ups/Scale-ups registered in EIT RIS countries</b> Number of start-ups and scale-ups registered in EIT RIS country supported by KICs for at least 2 months in year N	41	2 ; 4

	[EITHE04.1]	<p align="center"><b>Start-ups created</b></p> <p>Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)</p>	22*	3, 4
	[EITHE06.1]	<p align="center"><b>Total EUR amount of private and public capital attracted</b></p> <p>within year N by supported start-ups/scale-ups, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA incl. project support activity.</p>	84.64M€ *	2 ; 4
	[EITHE06.2]	<p align="center"><b>Investment attracted by KIC-supported start-ups and scale-ups established in EIT RIS countries</b></p> <p>Total EUR amount of private and public capital attracted within year N by supported start-ups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA incl. project support support activity.</p>	16.93M€	2 ; 4
<b>Education</b>	[EITHE05.2]	<p align="center"><b>Start-ups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes</b></p> <p>Number of start-ups established in EIT RIS countries in year N by students enrolled and graduates from EIT labelled MSc and PhD programmes or by learners / participants in other EIT labelled activities.</p> <p>To be eligible, a start-up should be created during EIT labelled programme (by students, participants) or within 3 years from the graduation (by graduates) or within 1 year in case of other EIT Label activities.</p>	2	1 ; 2 ; 4
	[EITHE07.2]	<p align="center"><b>Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries</b></p> <p>Number of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N) with citizenship in EIT RIS countries</p>	162*	1 ; 4
	[EITHE08.1]	<p align="center"><b>Participants in non-labelled education and training</b></p> <p>Number of successful participants in EIT professional development courses, online training courses and other education/training activities delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.</p>	12029	1
	[EITHE08.2]	<p align="center"><b>Participants in non-labelled education and training with citizenship in EIT RIS countries</b></p> <p>Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries.</p> <p>Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training</p>	2406	1 ; 4

		activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.		
<b>Knowledge Triangle Integration/KIC ecosystems</b>	[EITHE10.1]	<b>Active partners collaborating in the KIC</b> Number of active partners collaborating in the KIC per profile (research; business; HEIs; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	202	5
	[EITHE10.2]	<b>Active partners registered in the EIT RIS countries collaborating in the KIC</b> Number of active KIC partners registered in the EIT RIS countries. Active partner means organisations that signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	20%	5
<b>Leveraging investments in R&amp;I</b>	[EITHE12.1]	<b>KICs SIA funding rate</b> EIT funding divided by the total value of the entire portfolio of activities implemented by the KIC during a given implementation period, including both EIT Funded Activities (EFAs) and Non-EIT Funded Activities (NEFAs).	73%	5
	[EITHE13.1]	<b>Financial asset valuation</b> Value of Financial Assets held by KIC at end of the reporting year in EUR	10.6M€	7
<b>Strengthening entrepreneurship and innovation capacity of higher education institutions</b>	[EITHE20.1]	<b>Number of new partnerships established as a result of the HEI Capacity Building Initiative</b> New partnerships established by participating HEIs and businesses, research organisations, other actors	67	1
<b>RIS-specific indicators</b>	[EITHE22.1]	<b>Number of new and established KIC Partners from RIS countries</b> This indicator will measure: <ul style="list-style-type: none"> <li>• New KIC Partners from RIS countries</li> <li>• Established KIC Partners from RIS countries</li> <li>• Share (%) of KIC Partners from RIS countries among all KIC partners</li> <li>• Share (%) of KIC Partners from the EU-13 Member States among all KIC partners (for each KIC and overall)</li> <li>• Reference to a specific KAVA</li> </ul>	20%	5 ; 4
<b>Horizontal outputs</b>	[EITHE16.1]	<b>Number of results disseminated through the EC dissemination tools</b>	30	1, 2, 3, 4

\* Target adjusted to 92% average pro-rata allocation based on yearly financial allocations (2023→100%; 2024→ 100%; 2025→ 75%)

## 2.2 Measures to maximise impact – Communications, dissemination and exploitation, and stakeholders engagement

### EIT Manufacturing's contribution to the development of the EIT Community brand

EIT Manufacturing's internal and external communications, as well as dissemination and outreach activities, consistently promote visibility of EU and EIT support and financing through all the KIC's activities and by all supported start-



ups/scaleups, ventures, Innovation and Education activities and the EIT labelled degrees and diplomas. This will be conducted in full alignment with Partnership Agreement (PA), with the KIC Strategic Agenda (SA) provisions, as defined in the EITM Communication Strategy. EIT Manufacturing participates and contributes to EIT Alumni activities (e.g. inviting Alumni for speaker roles in events, participating in Alumni events and promoting community initiatives in our main communication channels and within our relevant networks). [EIT Alumni, EIT Awards and the EIT labelled degrees are to be promoted via the main dissemination events of the KIC and other main activities.](#)

In 2023-25, EIT Manufacturing will continue to foster the importance of consistently leveraging the EIT Brand throughout all its activities, based on existing tools and mechanisms: the EIT Manufacturing Brandbook, the Intranet Brand Corner, the EITM Brand helpline and the Brand custodians. Brand custodians at Central level and at CLC level – including the Communication Team, and the indicated pillar managers who act as single points of contact concerning the Brand and communication related topics – interact permanently with the partnership, with activity leaders and with an extensive network of suppliers who work together for good alignment concerning desired compliance in brand implementation. On a yearly basis, dedicated sections in the Webinars performed by the Operations and Communication's teams will address mandatory aspects of brand visibility for all funded activities, in all pillars and by all start-ups, ventures and innovation projects. Due to its importance and complexity, brand compliance and brand consistency will require continuous efforts to engage the Partnership (partner master contacts, partner communication contacts and activity leaders) for a full understanding of all brand implementation related aspects, obligations, and guidelines. EIT Manufacturing activities, events, communication channels and platforms embed the EIT Manufacturing brand and the EU Co-branding. In 2022, EIT Manufacturing started discussion about its Brand architecture, aiming at defining a framework for existing brands (e.g. platforms Skills.Move, AGORA, BC programmes and services), for the now and the future.

### Overview of planned external communication activities and achievements across Europe

In 2023, all information related to running projects and activities, success stories from participants, companies, and new products and services will be communicated on EIT Manufacturing digital channels, particularly through the website, social media platforms and the newsletters – as well as printed materials, such as brochures presenting our programmes and factsheets. EIT Manufacturing also targets specific groups by organising and participating in awareness events, fairs, conferences, and international and European manufacturing events involving relevant stakeholders. The Match Making Event, the Business creation events (BoostUp!, Access to Tech events) ) and the EIT Manufacturing annual event (EITM Summit) are core EIT Manufacturing events that cover all internal audiences, including the KIC Headquarters, CLCs, the Partnership, cross-KIC partners and the EIT Alumni Community, as well as external audiences, like specific interest groups and society at large. EIT Manufacturing [Communication Strategy has four overarching objectives that are presented in the Work package 6 description.](#) The main activities contributing to those objectives will be measured and reported as follows:

Comms activity	Detail	Type of metric
<b>PR</b>		
# of articles or press release pick-ups	Daily media monitoring in place	Quantitative
<b>Social media</b>		
# of posts	Indicates availability of content to be posted	Quantitative
# of engagements	Shows which content works best for the audience	Quantitative
# of impressions	Shows number of people exposed to information	Quantitative
# of followers	Measures the community growth	Quantitative
<b>Website</b>		
# of visits and # of unique visits	Measures website traffic	Quantitative
Bounce rate	Indicates engagement and interest	Quantitative
Length of time visitors spend on a page	Indicator of content quality and level of engagement	Qualitative
Click-through rate	Only for landing pages with call-to-action. Indicates how often people who see a webpage end up clicking it	Qualitative
<b>Events and Speaking opportunities</b>		
# of total registrations	Indicates expected participants	Quantitative

<b># of actual attendees</b>	Should allow to track per session	Quantitative
<b>Online event views</b>	For online events available on demand	Quantitative
<b>PR activities around industry conferences</b>	For example, interviews	Qualitative
<b>Email/digital marketing</b>		
<b>Open rate</b>	# of emails opened vs. total # of email delivered	Quantitative
<b>Click-through rate (CTR)</b>	# of clicks on a link in an email vs. total # of emails delivered	Quantitative

The EITM Summit, taking place in Q4, is the main dissemination event at KIC level and is an open event. In addition to these, EIT Manufacturing organises and takes part in several relevant industry events every year, including EU and EIT Community events with a pan-European (and/or global) scope. EIT Manufacturing updates the EIT Community Events calendar monthly and has an active role in the EIT Communications Working Group.

In 2023, all activities promoted and implemented by the KIC, around the three pillars of the Knowledge Triangle and RIS, will be communicated widely, and the results will be disseminated. Some pillar-related examples are: marketing of the Skills.Move platform and the EIT Manufacturing Open Innovation social network Platform (AGORA) and the BoostUp! Competition and BoostUp! Bridge. Through the RIS Hubs, EIT Manufacturing will continue to deploy tailored programmes and activities specifically targeting RIS countries (e.g. LEADERS' competition targeted at female leaders from RIS countries), taking advantage of individual communication channels and media in alignment with them. In 2024 and 2025, our Communications will continue to support and promote all pillar activities, KIC initiatives, results and success stories. Based on lessons learned, even though the main events will be back to physical formats after almost two years of digital events, live streaming will be kept when adequate and feasible, in order to also allow participants to attend remotely and to reach broader audiences in an open way.

In 2023, EIT Manufacturing will continue to improve the KIC website as the main node for the KIC's digital communication and will launch a new Newsletter targeting external audiences, who can subscribe on the website. The website includes a specific menu – "How to get involved", specifically designed for this purpose, but also bringing knowledge and expertise in specific topics to the general public (e.g. Digital Production and AI, enabling technologies, Circular Economy, sustainability, educational trainings, and skilling opportunities).

A dedicated website for the DTTI (Deep Tech Talents Initiative) was set and launched in late 2022 and will be further developed in 2023. EIT Manufacturing being the lead KIC of this EIT Community initiative, we will handle the Communications of this relevant EU initiative, which aims to train 1 million people between 2023-2025.

### **Dissemination and exploitation of results, good practices and lessons learnt**

The main focus of the dissemination strategy and annual plans is to share tangible results, insights and lessons learnt from Innovation, Education and Business Creation and RIS activities beyond our participating organisations. The wider community of entrepreneurs, researchers, academia and policymakers can benefit from knowledge that has been created with the help of EU funding. Results dissemination is held at KIC and KAVA levels and shows added value we create for society while demonstrating how this innovation community supports uptake of results with clear benefit for all European citizens. Corporate communication channels will be used for dissemination purposes and the content will focus on results (see WP6 description). Other channels, like the EU's CORDIS Platform, Horizon Results Platform, and the KIC innovation platform, will disseminate non-protected data, to further enhance collaboration and facilitate exploitation. Projects (KAVA level) establish their own dissemination channels (e.g. reports, publications, websites, social media channels, events and webinars). Depending on the specific result(s) achieved, each KAVA defines key stakeholders, adequate channels, and formats to target the relevant audiences. All KAVAs have dissemination plans in place.

In Q4 2023, we will organise the EIT Manufacturing Summit in a hybrid open format to disseminate the results of the KIC's running activities under the current Business Plan. The annual Summit is planned to take place in 2024 and 2025. EIT Manufacturing also participates on a regular basis in other relevant events (see WP6 description), to disseminate the KIC's results and success stories.

KIC MAIN DISSEMINATION EVENT	TIMELINE (tentative date)
EIT Manufacturing Summit 2023	Q4 – 20&21 November 2023
EIT Manufacturing Summit 2024	Q4 – Early/Mid November 2024
EIT Manufacturing Summit 2025	Q4 - November 2025

In 2023, EIT Manufacturing will continue to focus on disseminating impact and results of its Innovation, Education, Business Creation and RIS activities from the current year and from previous years, making them available for further exploitation. The CLCs will organise their local dissemination events and activities targeting regional stakeholders. Activities and pillars will also put more emphasis on leveraging EU-level dissemination platforms in alignment with the recommendations from the EIT Dissemination Working Group. For example, the European Results Platform will bring great visibility to results achieved, and the possibility to share information with specific audiences: Industry, Innovators, Research Communities, Member states and EU policymakers, venture capitalists, citizens, and civil society. The results can be available after the project ends and for as long as they stay relevant in time.

**Table 2.2. Preliminary List of expected results for dissemination**

Expected results	Innovation	Education	Business Creation	RIS
	Create awareness of EITM positioning in the EU landscape: namely, EITM supports on-site/in-plant implementation of new systems for successful commercial exploitation	Teaching Factories' best practices (Competition)	Understanding the value propositions for Business Creation services offered to start-ups, scaleups, SMEs, Corporates and investors (VCs/CVS)	Increased awareness of EIT Manufacturing in RIS countries, especially where EIT Manufacturing has limited or no presence yet
	Role modelling for new projects	Skills.Move opens access to skills-driven digital learning units	Establishing a CEO roundtable to foster knowledge sharing with the supported community	Promotion of innovations originating from EIT RIS countries to reach the pan-European and global market
	AGORA open access to EITM community, expertise, knowledge sharing	First release of Manufacturing Competence Framework	Leveraging the established BoostUp! Brand into European-wide recognition	Increased engagement of girls and support for women entrepreneurs and innovators in EIT RIS countries
		Launch of EIT Label through EIT Manufacturing	10 events/year (international scope); manufacturing corporates, SMEs and start-ups will share market insights for new technologies to increase the traction of EITM as a connector and enabler in co-development of new solutions	EITM RIS Hubs network enhanced through collaboration with national stakeholders and the newly established EIT Community RIS Hubs
		DTTI initiative will be used to attract more individuals and organisations within our Community as a		RIS Inclusiveness Promotion of innovative solutions developed through RIS programmes that increase inclusion of people with

		path of Excellence	disabilities within the manufacturing industry
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## Overview of the planned stakeholder engagement priorities and activities

In 2023 the KIC will continue to build, reinforce and expand its network around the three pillars of the Knowledge Triangle, by mapping and leading interactions with regional and local authorities, decision-makers, media, network partners and other significant business and innovation ecosystems. At the strategic and policy level, EIT Manufacturing will engage with key stakeholders, on a European level, as well as on the national and regional level. Focused (physical and web-based) meetings will be organised in 2023-25 with key policymakers and stakeholders. Priority will be given to engaging with key actors of the European Green Deal, the Next Generation EU plan, the New Industrial Strategy, the Made In Europe European Partnership, the Digital Europe Programme and the Deep Tech Initiatives, in alignment with the new European Strategic Agenda. Exchanges will be pursued with the European Commission, especially with the Directorates-General (DGs), DG EAC, DG RTD, DG CONNECT and DG GROW. EIT Manufacturing will focus on stakeholders from regional/national authorities, industrial federations, associations, and clusters, especially from countries where EIT Manufacturing currently has limited or no engagement. The geographical distribution of our activities is an important objective. We have established 11 operating EIT Manufacturing RIS Hubs in 11 EIT RIS countries, and three CLCs in EIT RIS countries. In October 2022, a new CLC was inaugurated in Greece covering 6 RIS countries, reaching out to the relevant local/national/regional authorities and innovation ecosystems. At least one European event with relevant EU stakeholders will be organised by EIT Manufacturing, or co-organised with the other KICs and/or EIT, while actively participating in at least two (online) meetings, workshops or events organised by EU institutions, such as EU Commission Services. The responsibility for engaging with the relevant policy- and decision-makers on strategic, European level lies with the Director of European Affairs & RIS, and with the CEO of EIT Manufacturing.

An example of a successful initiative that was the result of the developed synergies between EIT Manufacturing and EU stakeholders is the Innovate Together programme. In late 2021, EIT Manufacturing and The European Factories of the Future Research Association (EFFRA) signed a cooperation agreement to support the European industry from research to market application. The collaboration between the two entities aims at furthering strengthening Europe’s industry. The goals of EFFRA and EIT Manufacturing are closely aligned, and both share the objective to combine efforts to support industry stakeholders effectively, and extend it across the entire project cycle and beyond. The Innovate Together, born out of the cooperation between the two entities entailed an open call for proposals focused on innovation activities aiming to support tested and demonstrated exploitable results coming out from FoF (Factories of Future) and Made in Europe programmes to accelerate their market deployment.

Innovate Together had received broad support from the European Commission. Efforts will be focusing on ensuring the endorsement and contribution from the European Commission for enhancing the initiative, supporting its continuation, and bringing additional possibilities to innovate for European Manufacturing.

The CLC Directors, together with the Director of European Affairs & RIS, will be responsible for interacting with relevant national/regional stakeholders according to their own priorities, including the managing authorities of European Structural Innovation Funds. In 2023 and following years, we will continue and further develop the stakeholder network and perform adequate engagement activities and connecting even more with the established Horizon Europe NCP network. Discussions will be taking place in numerous countries, including RIS countries, to build programmes at national or regional level that would benefit the local innovation ecosystems. One example of these is the successful cooperation put in place with the Slovakian authorities that will allow EIT Manufacturing to support additional entities in the countries, contributing to the achievement of additional core KPIs.

EIT Manufacturing updates in a bi-monthly basis the EIT Stakeholder Calendar of meetings with institutional stakeholders at EU and Member State level (Deliverable D04-WP6).

### Involvement in EU Projects

EIT Manufacturing will put effort in being engaged in projects at pan-European level together with its partners and/or

external organisations, or other KICs. Being part of consortia that develop projects to address topics that are aligning with the KIC's Strategic Objectives is seen as an additional, rather important, way to increase our impact in the European manufacturing. Our participation in EU projects will also increase EIT Manufacturing's awareness and showcase the KIC's internal expertise, bringing in return increased recognition in the manufacturing ecosystem and eventually an expansion of our network, aspiring to attract new members in our partnership.

Towards supporting EIT Manufacturing's Financial Sustainability, our participation in those projects will also be valuable for several reasons. First, it will provide us with an additional path to understand the needs and opportunities of the market and build the competences needed for EIT Manufacturing to become a service organisation. Also, it will allow us to deploy activities or services that can be of value to different target groups or geographical areas. Finally, being part of these projects is important to widen the network of EIT Manufacturing that, in return, could be useful for future deployment of services beyond the lifetime of the EU project.

### **2.3 Expected impact of the activities for 2023-2025 under the Regional Innovation Scheme**

In 2023-2025, EIT Manufacturing RIS will focus on engaging individuals as well as legal entities. EIT Manufacturing will have different activities, addressing all sides of the Knowledge Triangle and fully in line with the EIT RIS Implementation Framework (2022-2027). Addressing the education side of the Knowledge Triangle, we will deploy two RIS Education topics: Teaching and Learning Factories and Engage society and pupils. Regarding the Innovation side of the Knowledge Triangle, the RIS Innovation topics in the period 2023-2025 will be: Innovating for a Circular Economy, Artificial Intelligence, Intrapreneurship, RIS Inclusiveness and Evolution of RIS Innovations. Regarding the Business Creation side, the RIS pillar will monitor and implement activities under the RIS business creation topic "Fair, Green and Digital Twin Transition". Additionally, the LEADERS activity will be implemented for identifying and supporting women leaders in the manufacturing industry. Finally, to engage individuals and organisations in the outermost regions, EIT Manufacturing RIS will deploy a dedicated activity.

Towards networking, ecosystem building and fostering collaborations, EIT Manufacturing will operate RIS Hubs in EIT RIS countries, in order to expand its activities and attract additional participants to its programmes. EIT Manufacturing has established 11 RIS Hubs in 11 EIT RIS countries: Bulgaria, Croatia, Czechia, Estonia, Hungary, Lithuania, Poland, Portugal, Romania, Slovakia, and Slovenia, and. The KIC plans to continue expanding its outreach to more RIS countries and outermost territories, through joint activities with the existing RIS Hubs, CLCs and other KICs as well as the EIT Community RIS Hubs. Starting in 2023, the RIS Hubs will perform the functions delineated in the EIT RIS Hubs Minimum Standards and Guiding Principles, in line with the strategic objectives of EIT Manufacturing and coordinating with other EIT KICs' RIS Hubs, including the EIT Community RIS Hubs, once established. The EIT Manufacturing strategy for the RIS Hubs will be implemented fully in line with the EIT RIS Country-specific roadmaps.

The RIS Outermost Region activity is meant to spread awareness about EIT Manufacturing and the opportunities of the EIT Community, with the aim of increasing the impact in the regions. Activities that will be potentially performed under this KAVA are a pre acceleration programme to identify early-stage innovators, building on the Pre Acceleration in Ukraine success, the organisation of local events in cooperation with other KICs and local stakeholders and the development of synergies with local and national authorities.

The EIT RIS Area Leadership activity is coordinating and managing the EIT Manufacturing RIS Programme.

An additional activity, FOSTER, will be facilitated by the RIS Hubs. FOSTER has achieved great results since its beginning, including an MoU signed with the Slovak Deputy Prime Minister and Minister of Economy, organisation of Best Practice Classes on Innovation Policy for National Authorities, and the MoUs with plans for collaboration (e.g. RRF, Innovation Voucher Scheme) with the Romanian Regional Development Agencies Centru and North-East. Similar developments have been planned for additional RIS countries.

To align with the new trajectory taken by EIT Manufacturing to become a more service-oriented organization, a new activity will be implemented in RIS to strengthen the development and delivering of the services under the RIS Pillar, identifying the ones with the most potential and the right target groups, disseminating the services through the network and producing revenue for EIT Manufacturing.

To answer local manufacturing companies' lack of knowledge about the impact of EU regulations and directives on their daily operations, a new activity will be developed under the RIS pillar dedicated to this. Through this activity, the EU



Affairs team would deliver as a service to its members and external companies focused analysis of the current state of specific EU policies affecting the manufacturing industry. This could be done in a format of a workshop, or individual consultations.

In the context of synergies with Smart Specialisation Strategies (S3), EIT Manufacturing collaborates and builds on the outcomes of initiatives supported by the Regional Strategy for Research and Innovation for Smart Specialisation (RIS3). EIT Manufacturing utilises knowledge gained from these analyses in order to design and implement activities that address the identified challenges and parameters. Furthermore, EIT Manufacturing aims to pursue collaboration with regional assets, Digital Innovation Hubs (DIHs), High Performance Computing (HPC) Centres, Competence Centres and other available technological infrastructures. In some cases, national RIS3 strategies identify shortcomings in the form of “problem areas” and EIT Manufacturing collaborates with the relevant stakeholders to share best practices and lessons learnt, and to offer support in policy development at regional and national level.

One of the aims of education and training activities implemented within the context of EIT Manufacturing RIS is to attract and motivate high school students to enrol in studies of manufacturing related fields, thereby producing a well-qualified future workforce in RIS countries. Many of the engaged students, having become familiar with EIT Manufacturing at an early stage, can be expected to consider enrolling in EIT Manufacturing Master and PhD programmes. Activities operating TLFs pursue external funding after the end of the activities, by inviting external organisations to take part in future TLF projects and collaborate on a specific theme/condition/problem of interest, after paying a certain fee. Activities in the period 2023-2025 also contribute towards FS through creation of digital nuggets that are offered for a fee by Skills.Move. Training and certifications for teachers on different topics, such as robotics, digitalisation, and future technologies, also will be offered and implemented through Skills.Move. FS agreements are sought with RIS start-ups supported through Business Creation and Innovation activities via the revenue sharing mechanism. Similarly, in RIS innovation call activities, EIT Manufacturing is planning to put in place FS agreements using the revenue sharing mechanisms and/or fixed sum fees for projects that foresee the development of an innovative product or service that will reach the market. Another activity that we expect to lead to FS returns to the KIC is the stream of work done under FOSTER.

Specific communication and dissemination actions are implemented alongside each of the RIS KAVAs by working with the local RIS Hubs, CLCs and local communication agencies to reach the specific audience for the different opportunities open to externals.

### **III. Quality and efficiency of the implementation**

#### **A. Design of the portfolio: Summary**

The EIT Manufacturing Activity Portfolio for 2023-2025 is structured as follows:

- six (6) Work Packages (WPs), reflecting the general EIT structure (pillars of the Knowledge Triangle, EIT RIS, Cross-KIC Scheme and Management) (see Table 9);
- sub-WPs, describing KIC specific activities, or segments of activities, or EIT pre-defined segments.

#### *Knowledge Triangle Integration (KTI)*

The three pillars of the Knowledge Triangle are directly incorporated into the area structure of the EIT Manufacturing activity portfolio. Various principles have been adapted to ensure integration of Partners and the Knowledge Triangle:

- Activities shall involve multiple partners from at least two different geographical areas and from at least two parts of the Knowledge Triangle.
- Education programmes are aligned with industry needs and involve non-academic partners. With the expansion of the Label, the KTI criteria will be further embedded in the non-degree education programmes.
- Students/trainees of all programmes will be given access to the relevant infrastructures and Innovation activities.
- All Innovation projects will include a risk assessment and commercialisation/exploitation plan and will nominate at least one partner responsible for this, i.e. a Business Owner of the activity.

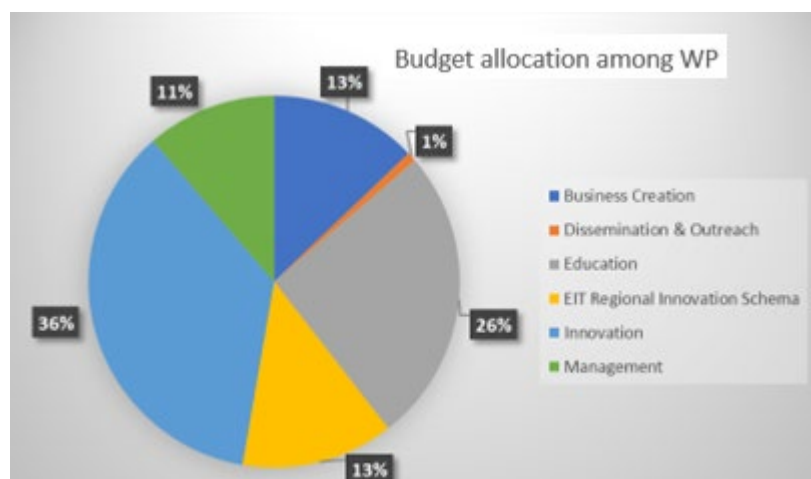
Within the Education Area, the Teaching and Learning Factories will provide an important link to the other pillars. Programmes in the areas of Innovation and Business Creation complement each other by providing assistance to bring innovative solutions to the stage of commercialisation, e.g. through venture support and by bringing together successful

entrepreneurs to create out-of-the box concepts. Training and coaching offered for aspiring entrepreneurs complete the three-fold integration. The four transversal Flagships will integrate all the pillars by addressing them equally and simultaneously. Concretely, they will provide a horizontal and thematic level to the vertical pillars.

Innovation activities systematically integrate the Knowledge Triangle by ensuring as part of the selection criteria that effective Knowledge and IPR transfer occurs between business consortium partners and technology provider partners. Likewise, business challenges drive the subject of projects so that academia is provided opportunities to address new areas of technology development. Furthermore, all Innovation Projects deliver educational content according to Education pillar requirements, ensuring that knowledge gained from a project is available as training.

All Business Creation activities seek to complement the activities of the other pillars. During the annual CfP, supported start-ups are encouraged to form consortia with academia as well as corporate members, to build/test their innovations in real-world conditions, with the overall ambition of supporting the entrepreneurs and fast-forwarding time to market for promising solutions. In addition, Business Creation seeks to incorporate RIS start-ups as a key part of the supported start-up portfolio; in many cases, start-ups are recommended to Business Creation after completing RIS programmes.

All activities selected can be linked to our Strategic Objectives and its Strategic Initiatives and will contribute to addressing the societal challenges EIT Manufacturing aims to tackle, such as climate change, ageing workforce, accelerating digitalisation and automation – as described in the SA.



## B. Work package descriptions

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
1	Education	1	EIT M	511	01/2023	12/2025
2	Business Creation	1	EIT M	855	01/2023	12/2025
3	Innovation	1	EIT M	636	01/2023	12/2025
4	EIT RIS	1	EIT M	408	01/2023	12/2025
5	Coordination	1	EIT M	1271	01/2023	12/2025
6	Communication, Dissemination and Exploitation of Results	1	EIT M	632	01/2023	12/2025
7	Financial Sustainability	1	EIT M	36	01/2023	12/2025

**Table 3.1b: Work package description**

<b>Work package number</b>	1
<b>Work package title</b>	EDUCATION

<b>Short name of participant (KIC LE, CLCs)</b>	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	224	136	31	25	33	37	25
<b>Start month</b>	01/2023	<b>End month</b>	12/2025				
<b>Total costs: 31</b>		<b>EIT Funding: 30,7</b>			<b>Co-funding: 0,3</b>		

**Objectives**

The main links of this work package to the Strategic Agenda of the KIC are illustrated in the table 2.1. Taking this framework into account the main objectives are:

- Expand the EIT Labelled programmes by integrating and complementing education courses created in the previous years into Non-degrees and Fellowship programme.
- Improve the quality and appeal of the upskilling programmes by introducing a certification and auditing process in alignment with the requirement of the EIT Label to attract more companies and long-life learners.
- Develop and consolidate promotion and engagement approaches and channels to ensure wide outreach and scale up of EIT Labelled Master, PhD and other programmes.
- Widen the offer by introducing the EIT Label Fellowship side by side with degree programmes and by leveraging word-of-mouth and testimonials of the first cohort of students to increase promotion and awareness of the programmes.
- Further strengthen the education assets and business models and cross-pillar collaboration to contribute to EIT Manufacturing Service Organisation within the Manufacturing System. In particular, further develop and integrate the Digital Learning Platform and ecosystem Skills.move, the Teaching Factories sphere on AGORA, and the Learning Factories Marketplace – as a unique EIT Manufacturing infrastructure to support the education programmes and their financial sustainability.
- Support the first two objectives by providing essential tools for digital learning, hands-on learning and challenge-based learning.
- Enable the enactment of the sales and revenue sharing mechanisms for financial sustainability.
- Enable access to learning tools to a wide community for ad hoc and focused learning needs.

It is worth noticing that on top of aligning with EITM Strategic Initiative 1.1 Increase skill agility and reduce skill gaps through upskilling and reskilling on key manufacturing technologies, innovation, and entrepreneurship, the Education work package transversally covers SO2 Accelerate green manufacturing and SO3 Foster sovereignty and competitiveness, by developing, promoting and delivering upskilling and reskilling programmes on such topics.

Activities under Empower and Transform & Connect sub-work packages (described below) include Education Activities that will be part of ETM label framework (including the Fellowship and non-degree education). Moreover, activities under the Leadership & Sustain sub-work package are essential to the development, execution and delivery of the labelled programs.

Only Activities under the Engage sub-work package are not planned be part of EITM label framework.

The activities in the framework of the EIT Label will be 100% funded, while activities not covered by the label will be co-funded at 30%.

About 90% of Education funding will be assigned to labelled activities, accounting for about 8.8M€ in 2023, 8.2M€ in 2024 and 9.1M€ in 2025.

The selection process for funded activities and consortia is done through Open Calls in accordance with Horizon Europe guidelines. Proposals undergo assessment based on five criteria: Excellence, Impact, Implementation, Strategic Fit, and European dimension.

Within the impact criterion, external experts evaluate the proposal's impact concerning the number of learners, scalability, and the transferability of results and outcomes (learning programs). Additionally, the effectiveness is assessed under this criterion regarding the proposed measures for exploiting and leveraging the learning programme(s) and project outcomes to maximise impact and support the financial sustainability of the KIC.

To ensure the impact of chosen proposals, the call guidelines stipulate minimum KPI targets for learners and require the involvement of a business owner within the consortium. This business owner must possess a track record in the commercialization of learning programs for subsequent delivery and exploitation of the results. It is noteworthy that experts receive specific guidance to pay particular attention to these aspects and evaluate the feasibility of the measures presented in the proposals.

The main financial sustainability mechanisms of the work package are:

- the fees of labelled programmes and
- digital educational content sold through our Learning Platform – Skills.move.

The Education work package will contribute to the following KPIs:

- EITHE05.1 - #Start-ups created of EIT labelled MSc/PhD programmes: 7
- EITHE05.2 EITRIS - #EIT RIS Start-ups created of EIT labelled MSc/PhD programmes: 1
- EITHE07.1 - # of Graduates and participants from EIT labelled programmes: 880
- EITHE07.2 EITRIS - # EIT RIS Graduates and participants from EIT labelled programmes: 176

Activities planned to achieve objectives set for the period 2023-25 consists of four sub work packages:

### **Sub WP1.1 Lead and Sustain**

This sub-work package is dedicated to the area leadership, to continuously refocus and steer education call and non-call activities, considering EIT Manufacturing's vision, mission and strategy, and the expansion of the EIT Label.

Sustain activities in this sub-work package strengthen and integrate the education infrastructure: the digital learning platform Skills.Move, with its VR/AR functionalities; the Learning Factories Marketplace for hands-on learning; and the Teaching Factories sphere on AGORA for challenge-based learning.

A very relevant component of this work package concerns the elaboration and implementation of the Financial Sustainability framework and business models for education. This consists of the co-design and experimentation of the business models and commercial agreements, the set-up of distribution and sales channels in the CLCs, as well as marketing, promotion and dissemination activities to increase outreach and take up of the programmes.

EIT Manufacturing will collaborate closely with training and skills development organizations, including JA Europe, to enhance the influx of learners and students into EIT Label programs. Additionally, in partnership with JA Europe, EIT Manufacturing plans to establish a pre-accelerator. This pre-accelerator aims to support individuals engaged in EIT Manufacturing programs with early-stage entrepreneurial ideas or projects, facilitating their structured development. This initiative will empower participants to actively contribute to Business Creation initiatives.

Furthermore, this activity is also exploiting the synergies with other education initiatives, such as the Higher Education Capacity Building Initiative, the XKIC Education Cluster, in the Deep Tech Talent Initiative.

### Sub WP1.2 Empower

This sub-work package includes the activities related to operation, scale up and promotion of the EIT Labelled Master and PhD Programmes, in collaboration with the partner universities that have signed or will sign cooperation agreements.

The EIT-labelled Master and PhD programs seamlessly integrate Innovation and Entrepreneurship modules throughout their entire duration. This comprehensive approach facilitates the development of innovation and entrepreneurial skills, nurturing the establishment of start-ups based on students' research and studies. EIT Manufacturing Master and PhD students will have the unique opportunity to engage in the pre-accelerator mentioned earlier.

To strengthen the promotion efforts, a dedicated individual has been recruited, focusing on increasing awareness of and interest in the Master and PhD programs. Specialized communication channels, including a LinkedIn page, have been launched and are consistently updated. Furthermore, the establishment of an EIT Manufacturing alumni community will play a crucial role in promoting and fostering word of mouth for the EIT-labelled programs.

The summer and winter schools of both programmes will be implemented by consortia selected through open calls for Pioneering Journeys and will be open not only to EIT Manufacturing students but also to manufacturing professionals, to increase intersectoral exposure and community building.

This sub-work package dedicated to longer and intense education programmes, also includes the new EIT Labelled Fellowship programme that will be set up by 2024.

### Sub WP1.3 Connect & Transform

This Sub-work package includes the set-up, operation and promotion of a quality and certification system for the EIT Label for non-degree education and EIT Manufacturing Non-degree labelled programme. Aligned with the EIT label, this framework includes the incorporation of innovation and entrepreneurial skills in all learning programs. This system is directly managed by EIT Manufacturing.

The non-degree labelled program is undergoing a pilot phase in 2023, with the initial set of learning programs scheduled to be incorporated into the EIT Manufacturing non-degree label portfolio by year-end. The focus in 2024 will shift towards scaling up and promoting these learning programs, accompanied by the addition of extra courses to enrich the portfolio. Promotion efforts will span both European and local levels, leveraging locally based educational resources. This sub-work package includes education activities managed by EIT Manufacturing to actively engage SMEs/LEs and students, along with their teachers, in the Teaching Factories Competition/sphere to propose and solve industrial challenges, creating co-learning opportunities and possibilities for further development of the solutions in pre-acceleration programmes that may lead to the creation of start-ups. Open Calls (held at least once a year) for a total planned amount of €15 million will be held in the Business Plan period, to create and deliver new educational courses within the EIT Label for non-degree programmes.

### Sub WP.1.4 Engage

This sub-work package includes Not Labelled activities, aligned with EU policies to attract pupils towards Deep Techs, to empower Women in Tech, and to create awareness about Green and Sustainable manufacturing.

Open calls for the whole planned budget of €2.3 million will be launched to engage consortia to deliver these activities during the period 2023-25.

<b>Work package number</b>	2
<b>Work package title</b>	BUSINESS CREATION

Short name of participant (KIC LE, CLCs)	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	186	104	156	148	115	91	55
<b>Start month</b>	01/2023	<b>End</b>	12/2025				



		<b>month</b>	
<b>Total costs:</b> 198		<b>EIT Funding:</b> 15,4	<b>Co-funding:</b> 4,3

## Objectives

The Business Creation Pillar supports large corporates, mid-cap companies, SMEs and start-ups. Activities under this WP aim to maximise pan-European connections between stakeholders of the manufacturing sector. Activities mainly contribute to the strategic objectives SO1, SO2, and SO3.

The Business Creation Pillar will contribute to the following KPIs:

- [EITHE03.1] Target value (2023-2025) = 230
- [EITHE06.1] Target value (2023-2025) = €76,25 million

Four revenue streams have been developed to contribute to the KIC's Financial sustainability:

1. Selling equity in supported startups
2. Startup services – base fees for support to startups with access to market and financing
3. Corporate fees for supporting open innovation in manufacturing
4. External fees: support to external agencies for facilitating mutually beneficial access to EIT Manufacturing's network

## Description of work

### Sub - WP4.2.0: BC Area Leadership

This sub-work package addresses the management of the pillar, from strategy to operations, regarding both internal and external capabilities and covering all stakeholders. It contributes to all the activities in the pillar in the segments CREATE, ACCELERATE, TRANSFORM and BoostUp!.

In 2023-2025, amongst others, the following activities will be covered:

- Staffing of Business Creation Managers, in Headquarters as well as in CLCs; definition and implementation of Business Creation specific tools, processes, and standards.
- Building of strategic partnerships with European institutions, notably the European Investment Fund (EIF) and European Innovation Council (EIC).
  1. EITM Business Creation has applied with other KICs to participate in the European Innovation Council Corporate Partnership Programme – this could potentially bring €382k in NEFA funding.
  2. EITM Business Creation is engaging with the EIF and manufacturing ecosystem partners to explore a manufacturing fund potentially similar to the EIT Health VCoE model.
- Building of partnerships with venture capital firms and manufacturing companies.
- Management of Financial Sustainability, including:
  1. Acquiring equity in startup companies with support and monitoring of these startups post investment
  2. Startup support agreements with fixed fees
  3. Fees for supporting proof of concepts between startups and manufacturing customers
  4. Other NEFA projects initiated at CLC level that support the manufacturing ecosystem. Business Creation will actively search for such opportunities in close collaboration with EITM colleagues
- Ensuring alignment with other EIT Manufacturing pillars: Innovation, Education and RIS
- Building and leveraging communities of experts (tech, business, industry).
- Working on cross-pillars and cross-KICs projects.

### Sub -WP 2.1 CREATE

CREATE offers support for early-stage startups. Business Creation is working with a network of partners around Europe to offer –startups, university spin-offs and entrepreneurial teams business development and investment readiness support through coaching, workshops and networking opportunities. A pilot has been launched in 2023 (€0.1M) supporting 10 early stage startups with planned expansion in 2024-2025.

This sub-work package focuses on addressing the needs of early-stage start-ups, university spin-offs and entrepreneurial teams. It is the equivalent of a venture building and pre-acceleration activity. Overall, this segment will provide structured support to the teams and start-ups (from Innovation pillar outcomes or sponsored and co-financed by EITM Corporates and University partners, or sourced directly from the ecosystem) submitted to EITM via open calls.

This activity will be implemented in partnership with established venture builders, incubators and pre-accelerators across Europe that will be selected through a Request for Proposals (RfP) Ten start-ups are expected to receive venture building and pre-acceleration support in 2023 and 20 over 2024 and 2025.

The CREATE programmes will contribute to the following objectives:

- Supporting early stage startups to strengthen their businesses with the goal of having compelling offers for first customers and potential investors
- More deal flow for investment with enhanced support delivery and access to very early start-up endeavours.
- Using KAVA to cover cost of scouting and pre-accelerating teams/innovation for creation and initial catering of a new companies, providing venture building and pre-acceleration service, for which there is lack of internal resources.
- Provide more value to EITM partners and insights to ecosystem stakeholders.
- Deepen the relationship with partnering university teams and to reputed venture builders and incubators in Europe.
- Achieve Business Creation KPIs, namely supported companies, investment attracted, lead generation introduction to manufacturing clients.

Create will contribute to EITM Financial Sustainability by providing a pipeline of high potential startups in which EITM will have the opportunity to introduce to the Accelerate call and so gain equity positions.

## **Sub-WP 2.2 ACCELERATE**

ACCELERATE is an open call offering grant funding to high potential industrial tech startups of up to €0.5M. The budget for the call for funding has been set to 10.1 M € for the period 2023-2025. Associated with the grant is a financial sustainability mechanism which will allow EIT Manufacturing to take equity in the startups through provision of services. Accelerate aims to support startups with innovative manufacturing solutions and technologies to bring their solutions to market. This funding can help the startup to achieve the milestones set out in their business plan e.g. bringing a new solution to market, scaling a sales team.

A continuous open call will be launched to start-ups and scaleups interested in being considered for this support. The continuous call will have subgrants up to €500,000 per company, and the planned call budget for 2023 would be up to €4 M per year, in total €10.1 M for the period 2023-2025. All companies will go through a multi-stage evaluation process including a due diligence process. Final investment decisions will be made by an Investment Committee (composed of external investors and experts and Director and Investment management team within EIT Manufacturing Business Creation).

For those startups that have been approved for Accelerate funding, EIT Manufacturing will monitor and offer continued support with the objective of helping the startup to achieve its business objectives. Successful startups may contribute to EIT Manufacturing's Financial Sustainability goals by offering the opportunity to sell equity holdings for a profit in the future (typically 4-5 years following acquisition of such holdings).

Business Creation will promote introductions between high potential supported startups and investors. Business Creation will actively participate in investor events e.g. Invest Austria, High Tech Venture Days Dresden and will support startups to attend such events and engage with relevant investors.

Accelerate is the key activity for long term Financial Sustainability as the grant funding will be linked with provision of services offering the opportunity to take equity. These equity positions are expected to grow in value in future years as the funded startups grow their businesses with EIT Manufacturing's support.

### **Sub-WP 2.3 TRANSFORM**

Transform is focussed on facilitating business engagements between manufacturing startups and customers via matchmaking events and funding support for proof of concepts. The goal is to offer manufacturing corporates and SMEs access to a European pool of technology startups that can contribute to improving their (operational, production) efficiency, product quality, and sustainability. This activity will also support the scaling of BC-supported start-ups and scale ups, as the programme will directly contribute to business leads generation and access to new markets across Europe. There are two activities within the sub-work package:

**Access2Tech:** Technology focussed events bringing startups and potential manufacturing customers together. These events can be physical or online and will sometimes be organised in collaboration with relevant partners e.g., major trade shows. Such events will introduce the latest innovations from startups to EITM's Membership and provide startups for opportunities for business discussions.

It is planned to have at least 10 such events per year across all CLCs. Following analysis of 2023 events it is planned to adjust the 2024 activities to offer more technology themed events.

- **Proof of Concept support:** the goal is to reduce the barriers to first business engagements between startups and manufacturing customers. In discussion with EITM's Membership and other manufacturing companies in our network, Business Creation will identify specific industry challenges that require innovative solutions. Relevant startups will be scouted across Europe who have the technology to address the challenge. Business Creation will support the implementation of Proof-of-Concept projects between the startups and manufacturers. Support will be both financial (up to €30k) and by offering project management to maximize the chances of a successful conclusion. Between 6 and 15 such proof of concepts will be supported per year. It is planning to charge manufacturing companies for such support.

Transform is critical to the Business Creation Financial sustainability strategy. Revenue will be generated directly by charging manufacturing companies for services related to scouting and supporting of proof of concepts with technology startups. This service is appreciated by EIT Manufacturing's industrial members and so can help with member retention and attracting new members. Importantly by facilitating business engagements, EIT Manufacturing's reputation as a valuable partner will increase among the startup community. This will encourage high quality startups to apply to the Accelerate program and so give EITM the opportunity to gain equity positions in strong startups who already have high investor interest.

### **Sub-WP 2.4 BoostUp!**

The BoostUp! brand is used in startup competitions focussed on manufacturing and has been developed since 2021. This is an instrument for the CLCs to stimulate their ecosystem to scout and screen the most innovative solution providers. As such, there will be a selected number of up to 6 BoostUp! regional competitions per year with cash prizes of up to €75k total (€15k per event). BoostUp! competitions are also used to build awareness of EIT Manufacturing in regions where we have had limited exposure.

BoostUp! Europe, on the other hand, is an annual and pan-European event that showcases best practices in industry and the results from the Business Creation Open Innovation services while also leveraging the position of EIT Manufacturing as a leading supplier of such services. A BoostUp! Europe Call may be used to identify innovative startups to support selected industrial challenges from corporates and SMEs. Or a selection of success Proof of Concepts from the Transform program may be showcased.

In 2023 there were BoostUp! regional events in Ireland, France, Greece, Austria and Israel. And there was a pan-

European BoostUp! Europe event held in Brussels where proof of concepts were showcased. For 2024 BoostUp!s have been confirmed in Sweden and Ukraine with more CLCs expected to also host such events. For the pan-European BoostUp! Europe event showcasing proof of concepts (PoCs) it is planned to select the PoCs from those funded via the Transform call to simplify the process and prevent duplication of effort.

BoostUp! contributes to EITM’s Financial Sustainability as it enables scouting of high potential startups. It also consolidates and expands awareness and appreciation of EITM as a key enabler of the manufacturing innovation ecosystem. These BoostUp! competitions are appreciated by EITM’s current members and are therefore an important contributor to member retention.

<b>Work package number</b>	3
<b>Work package title</b>	INNOVATION

Short name of participant (KIC LE, CLCs)	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	180	92	80	72	101	56	55
<b>Start month</b>	01/2023	<b>End month</b>	12/2025				
<b>Total costs: 61,1</b>		<b>EIT Funding: 42,8</b>			<b>Co-funding: 18,3</b>		

**Objectives**

- Delivering innovations with wide applicability and high potential to address large-scale challenges within the manufacturing industry.
- Support the creation of new ventures in highly innovative areas.
- Supporting the European Manufacturing Ecosystem through information sharing and value-added services.
- Contributing to the KIC’s FS through success fees (for most innovation projects), equity sharing (for innovation activities led by start-ups and start-ups created through innovation activities) and services (through AGORA and dedicated innovation services).
- Contributing to two KPIs:
  - [EITHE02.4] Target value (2023-2025) = 60
  - [EITHE04.4] Target value (2023-2025) = 24

**Description of work:**

Activities under the Innovation Pillar are organised along three segments with the aim of bringing new innovative products and services to the market and supporting both the European economy and European leadership in manufacturing innovation: 2.0 Area Leadership, 2.1 Launch and 2.2 Develop.

**Segment 2.0 Area Leadership** corresponds to the conception, implementation, and management of the pillar strategy. It covers:

- Activities that will be led during the duration of the BP to improve current call processes and priorities, support funded projects, follow-up results of past projects, in particular relating to financial sustainability mechanisms.

- Support of the necessary evolution of the funding strategy and of the selection process to realise the pillar’s strategy regarding economic impact (including FS return) and social and environmental sustainability. This will be achieved through the implementation of the following:
  - The launch of a yearly consultation process with the European Manufacturing community and the partnership in order to better align the KIC’s strategy and objectives in terms of excellence and impact with the challenges of the industry. This should allow to target the most meaningful innovations to fund.
  - The improvement of the application framework to bring more transparency to the applicants on the evaluation process and to increase the focus on go-to-market and commercialisation strategies.
  - An updated selection process that will also take into consideration the best interests of the KIC.
  - A proactive process to make sure that the best thematic experts will know of and apply to the KIC’s open call for experts.
  - The recruitment of a commercialisation officer, whose role will be to support the innovation managers in assessing the commercial potential of funded activities, identify the right support strategy for those activities and follow up on terminated projects to ensure a continuity of support even after the end of the funding period. This should in turn increase the value of FS agreements and the associated payments.
- All initiatives aimed at creating a stronger cross-pillar integration of (innovation) programmes. As a few examples: systematic support of business creation resources for start-ups created out of innovation projects; creation of a dedicated stream to fund innovation projects led by BC-supported start-ups; or the participation of PhD students from Doctoral School in innovation projects.

**Segment 2.1 Launch** supports the deployment of innovation activities at an earlier level of maturity and until they have proven their potential to deliver the expected impact. During the 2023-2025 period, three types of activities are planned, with the possibility to include new ones along the way:

- AGORA, EIT Manufacturing’s social network & Open Innovation platform, will be developed with the goal of transforming the current platform focused on information sharing into a digital business able to provide added value to the wider European manufacturing community and to generate revenues, involving all EIT Manufacturing’s assets beyond the sole innovation pillar. The activity will cover the technical development and management of the platform, as well as the commercial development to ensure its financial sustainability and contribution to revenue generation throughout the duration of the BP. Monitoring will take place according to the platform’s business plan, in particular the number of users and the revenues generated on the platform. The piloting of new innovation services to be offered by EIT Manufacturing to its community, until the activities reach proof of traction and can be operationalised and commercially deployed. The first 2 services to be launched relate to business intelligence and access to public funding (Innovation Funding Catalyst). Each launched service will contribute the EITHE02.4 KPI. The monitoring of such services will be directly linked to the market traction of a given service, which will be assessed at least on a yearly basis.

**Segment 2.2 Develop** will focus on funding of innovation projects that contribute to the achievement of EIT Manufacturing’s strategic objectives and overall impact. Activities will be selected according to 4 programs: large consortia (~ 600k€ per activity per year), Innovate Together (~ 250k€ per activity in 2024), SME transformation (~100k€ per activity per year) and start-up creation (to be launched in 2025). Large consortia activities will target the short term (1- or 2-years max.) implementation of innovations with a large and scalable commercial potential across diverse application industries. Support is expected to increase during the duration of the BP (24 in 2023, 28 in 2024, 30 in 2025). After a successful pilot in 2022, the **Innovate Together program co-developed with EC DG RTD will be expanded in 2024**. Following the agreement reached among DG RTD, EIT and EIT Manufacturing, **EIT Manufacturing will receive 2MEUR from EC DG RTD through EIT (on-top of the regular EIT grant allocated to the KIC) for co-funding the joint call**. This will allow to support 8 additional consortia with reduce support from EITM (~250k€ per activity). Through the SME transformation program, the KIC will support SMEs with innovative products willing to enter new attractive markets through the testing and validation in new environments. 4 SMEs will be supported in 2024, and from 6-8 new ones in 2025. Finally, in 2025, a program dedicated at supporting entities (universities, RTOs and companies) to launch spin-offs will be launched and is expected to support the creation of 4-6 startups. The selection of the portfolio of supported projects will follow a certain number of principles to ensure its alignment with the KIC’s strategy:



- **Thematic areas.** On top of the aforementioned 4 thematic areas, the innovation call for proposals will occasionally cover one or more new thematic areas directly linked to emerging strategic priorities or answering specific emerging risks (e.g., global semiconductor shortage or emerging energy crisis). Funded projects are expected to contribute to EITHE02.4 KPI. In-depth monitoring will be performed bi-annually, with the possibility to stop projects that are not performing to expectations. Contribution to FS is expected according to pre-determined mechanisms and might evolve over the duration of the BP. Each activity has a mandatory DEL for commercialisation plan and a mandatory DEL for the signature of the FS agreement.
- **Economic impact and financial sustainability.** All innovation projects are expected to lead to the commercialisation of the developed innovations, either during or shortly after the end of the project. In this perspective, applications are evaluated with an increasing focus on economic impact and business owner capabilities. Proposals are expected to give a detailed analysis of the potential market and to justify all hypotheses when it comes to pricing strategy and revenue generation plan. Business owners need to provide a full deck including commercialisation experience, past revenues and team profiles. Experts panels are chosen with diverse profiles but always include at least one BC expert specialised in commercial due diligence. As of the end of 2023, 91 FS contracts have been signed with consortia or business owners of innovation activities that received EIT Manufacturing funding in 2020, 2021, and 2022 and 2023. From 2025 onward, EIT Manufacturing will implement a new FS model for the innovation activities. Every funded activity will have to contribute to the financial sustainability of the KIC by signing the FS agreement before its start. The model is a combination of a fixed fee and, in case of successful commercialization, a revenue sharing fee. The fixed fee is set up to be paid by the selected consortium at the end of the funding period to cover for specific services delivered by the KIC to the consortium. The revenue sharing fee will be paid for a period of 5 years following the start of the commercialization. The revenue sharing percentage will be expected to be higher than a strict minimum, with an overall ambition, for any innovation project to be funded, to return at least the amount of the grant given over the whole period covered by the contract. In case of a startup playing the role of a business owner, negotiations can be opened to convert the amount of the contract to equity. This decision will only be taken if the startup successfully runs through EITM internal investment process.
- To ensure the highest possible value of the portfolio of FS Agreements EIT Manufacturing has reviewed its application process to be more clearly focused on activities that have a sound understanding of their market potential, with fewer selection criteria that are more focused towards the identification of high innovation potential. The supported projects will also benefit from additional services delivered by EIT Manufacturing in order to increase their chances of success after the end of the funding period. Additionally, EIT Manufacturing will design and implement a fast-tracking mechanism aimed at high performing projects with the highest revenue sharing potential. This will incentivise project beneficiaries to be both ambitious in their revenue goals and diligent in achieving them, in order to qualify for this mechanism.
- **Social and environmental sustainability.** As a general strategy, an increasing emphasis will be put on sustainability throughout the duration of the BP, to ensure that at the end of the period all funded innovation projects will demonstrate a clear social or environmental benefit. This will be gradually achieved through implementation of mandatory sustainability assessments, definition of measurement methods and sustainability reporting.

<b>Work package number</b>	4
<b>Work package title</b>	EIT Manufacturing RIS

<b>Short name of participant (KIC LE, CLCs)</b>	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	278	37	0	0	67	0	26

<b>Start month</b>	01/2023	<b>End month</b>	12/2025
<b>Total costs:</b> 16,6		<b>EIT Funding:</b> 15,7	<b>Co-funding:</b> 0,9

### Objectives

A primary objective of EIT Manufacturing is to establish a stable ecosystem in EIT RIS countries that is directly and closely linked with EIT Manufacturing and empowers actors from RIS countries. Activities implemented by our partners are selected by external experts based on their potential to bring maximum impact to the RIS area and the local stakeholders, companies, individuals, students and startups. A financial mechanism is obligatory to be included in the project proposal and the external experts evaluate the potential for financial return to EIT Manufacturing, taking into consideration the need and market potential of the innovation proposed.

The target for 2023-2025 of participants in education and training programmes is more than 5,000 pupils and teachers. In terms of further education objectives, RIS activities together aim to create more than 150 digital nuggets to be uploaded on the Skills.Move platform. These nuggets are tentatively planned to be consumed more than 8,000 times, and to generate 400 badges testifying the achievement of a learning outcome. In terms of teaching and learning factories implemented in RIS countries, the target is 20 for 2023-2025. The

RIS activities will also have an impact on the Innovation side of the Knowledge Triangle in 2023-2025. Four innovative products/services will be designed or tested and four marketed innovations from RIS countries will result from RIS Innovation activities.

EIT Manufacturing also aims at supporting a growing number of RIS start-ups/scaleups. In fact, more than 90 start-ups or scaleups will be supported through the RIS activities.

The FS mechanisms foreseen for RIS activities are presented for each of the segments in the description of work below. In terms of co-financing, RIS activities for Innovation are following the rule of 30% co-funding rate that applies for all Innovation activities. The RIS activities focusing on Business Creation and Education will be 100% funded by EIT; however, proposals including any co-funding is highly evaluated and positively considered, as it is mentioned in the guidelines for applicants.

### Description of work

#### Sub-work package 4.1 EIT Manufacturing RIS - Engage local players in KIC activities:

Around eight activities, between 2023 and 2025 will contribute to the education side of the Knowledge Triangle, engaging universities, high school students and teachers, and bringing companies to educational institutions, addressing EIT Manufacturing SO1, 'Put people at the centre of manufacturing innovation' RIS activities will address the business creation side of the KT, by working on green digitalisation of the manufacturing industry in RIS regions, aligning with the KIC's SO2, 'Accelerate green manufacturing'. Several RIS activities contribute to the innovation side of the KT by trying to bring to the market research results and addressing inclusiveness, artificial intelligence and circular economy in RIS. RIS innovation activities also address EIT M SO2, and, additionally, SO3 'Foster sovereignty and competitiveness'. The main streams of activities within sub-work package 4.1 that will take place in 2023-2024 are summarised below:

**Teaching and Learning Factories in EIT RIS countries:** TLFs are tools to integrate practical experiences into technical and academic training. In 2023-2024, activities are: CompetenSEE 2 (ID: 23060); ConFacts-2 (ID: 23105) and SRC4I (ID: 23181). In 2024 and 2025 we plan to have 7 additional activities in this segment that will be selected through the CfPs. These activities will contribute to the FS of the KIC through these mechanisms: revenue sharing from education and training products and services; services and consulting fees; tuition fees for access to the courses and receipt of certificates; and the commercialisation of digital learning nuggets.

**Programmes to engage Society and Pupils in EIT RIS countries:** Activities here aim to increase awareness and attractiveness of the manufacturing sector by showing young students how manufacturing has become modern and how high-tech the daily industrial practice is. An important part of activities in this segment is the "teach the teachers" activity. One activity will be implemented in 2023: ShapiNG IV (Activity ID: 23090). In 2024 and 2025 we plan 2 additional activities in this segment, to be selected through the CfPs. These activities contribute to the FS of the KIC through revenue sharing from education and training products, and services created during the activity.

**Green and Digital twin transition in EIT RIS countries:** The purpose of these activities is to accelerate the green and digital transformation of the manufacturing sector in EIT RIS countries. In 2023-2024, the activity is

DigiTwinGreen ID 23117 and financial support to third parties of €60,000 is foreseen. In 2024 and 2025 we planned to have 2 additional activities in this segment, to be selected through the annual CfPs. These KAVAs are expected to contribute to the KIC's FS through success fees from contracts closed by technology providers and the sale of digital learning nuggets related to the training on technology demonstration projects.

**Artificial Intelligence at EIT RIS:** For the period 2023-2024, two activities will take place under this segment: ARMM (Activity ID: 23222) and AI4ENGINE (Activity ID: 23273). The purpose of these activities is to apply AI technologies in manufacturing to enhance the innovation capacity of RIS countries. In 2024-2025, we plan 2 additional activities in this segment, to be selected through the CfPs. These KAVAS are expected to contribute to the KIC's FS through services and consulting fees and commercialisation of the proposed innovations.

**Innovating for a Circular Economy at EIT RIS** For the period 2023-2024, one activity will be implemented under this segment: MoReCCU (Activity ID: 23249). The goal is to reduce the amount of CO2 released at industrial sites and produce highly valuable and in-demand sustainable materials. In 2025, we plan 2 additional activities in this segment, to be selected through the CfP. These KAVAS are expected to contribute to the KIC's FS through: services and consulting fees and commercialisation of the proposed innovations.

**Evolution of RIS Innovations (EVO-R, ID 2323354):** The purpose of the activity is to execute a competition to attract, select and support up to 24 technological results from R&D projects, potentially paving their way to market. In 2023-2025, in EVO-R, the amount dedicated to subgrants is up to €720,000 per year. This activity covers both the Innovation and Business Creation side of the KTI. In order to contribute to the FS of the KIC, the activity foresees implementing three mechanisms: return from equity positions in start-ups; success fees from companies using the services; and co-funding and sponsorships.

**Intrapreneurship activities in manufacturing towards societal challenges:** The purpose of this activity is to support individuals who work in manufacturing companies in EIT RIS and have an innovative idea to make their work more efficient, safer, or more environmentally friendly, or to address other societal challenges in cooperation with their companies. The subgranting amount serves to develop internal projects within manufacturing companies to realise these innovative ideas. Some 15 projects will be supported, and the three teams judged most successful will receive a monetary prize.

**LEADERS - Women Innovators in Manufacturing at EIT RIS (LEADERS, Activity ID: 23352):** This is a competition that will run yearly in the period 2023-2025. It aims to reach out, identify, highlight and support the best women innovators who have developed solutions with a high potential impact in manufacturing. The six top-ranked applicants get invited to a grand final awarding ceremony, where three winners receive publicity and prizes in the amounts of €10,000 (first prize), €7,500 (second prize) and €5,000 (third prize).

**RIS Inclusiveness (Activity ID: 23348):** The purpose of the activity is to support the development of innovative solutions, increasing participation of people with disabilities in the manufacturing industry, making it more inclusive. In the period 2023-2025, the activity will dedicate up to €360,000 per year to subgrants. The activity will contribute to FS by implementing the revenue sharing mechanism.

**Outermost regions:** The activity would answer the raising interest from EIT and raise awareness about EIT Manufacturing and its initiatives by developing a specific activity to address the specificities of these regions. The first initiative we would implement in the region is similar to the preaccelerator in Ukraine programme which had successful results.

#### **Sub-work package 4.2, EIT Manufacturing RIS – Foster collaborations, mobilise, interlink and internationalise national/regional networks and ecosystems:**

EIT Manufacturing operates an efficient **EIT Manufacturing RIS Hubs** network in EIT RIS countries since 2020, with the aim of collaborating with the local ecosystems, expanding EIT Manufacturing activities and attracting additional participants to its programmes from EIT RIS countries (EIT M RIS Hubs, Activity ID: 23349) and will continue in 2023-2025 fully in line with the new EIT RIS Country-Specific Roadmap. Several EIT Manufacturing RIS Hubs have also been collaborating with other KICs' RIS Hubs in the same country, for example to initiate discussions with national authorities on national strategies in support of EIT and of the local innovation KIC ecosystem. These collaborations are important and will continue in the period 2023-2025 also with the establishment of the EIT Community Hubs – though the need to maintain domain-oriented, dedicated RIS Hubs is perceived as critical, in order to have RIS Hubs with knowledge on manufacturing, as well as an already established network relevant to manufacturing. The total amount of the subgrant for the period 2023-2025 in this activity is up to €320,000 per year, dedicated to supporting activities of external organisations operating RIS Hubs.

From 2023 the RIS Hubs will start co-funding the EIT Manufacturing RIS Hubs activity. The first step in 2023 will be the equivalent of 10% of EIT Manufacturing Funding increasing their overall budget and will increase to 15% in 2024 and 20% in 2025. In addition to the co-funding, the RIS Hubs will also seek external funding, “attracted from synergies / cooperation agreements identified / concluded by the Hub” contributing to the financial sustainability of the RIS Hub and the KIC. This process is part of the new EIT RIS Hubs minimum standards and guiding principles and attracting external fundings is part of the new set of common KPIs (KPIs number 13 and 14) that the RIS Hubs will need to follow from 2023 onwards.

Additionally, facilitated by the EIT Manufacturing RIS Hubs, the **FOSTER** activity (Activity ID: 23355) will help identify opportunities for potential synergies and joint actions with local initiatives, and foster collaboration with national initiatives in EIT RIS countries.

**RIS service activity:** This activity aims at strengthening the development and delivering of the services under the RIS Pillar, identifying the ones with the most potential and the right target groups, disseminating the services through the network and producing revenue for EIT Manufacturing.

**EU regulations activity:** This activity would be developed to answer local manufacturing companies’ lack of knowledge about the impact of EU regulations and directives on their daily operations. Through this activity, the EU Affairs team would deliver as a service to its members and external companies focused analysis of the current state of specific EU policies affecting the manufacturing industry. This could be done in a format of a workshop, or individual consultations.

The **EIT RIS Area Leadership** (Activity ID:23351) will also take place for coordinating and managing the whole EIT Manufacturing RIS Programme. Activity descriptions, KPIs, budget and Financial Sustainability plans of the above-mentioned activities are further detailed in Annex I, Annex II as well as in the Additional Annex, “Financial Support to Third Parties”.

<b>Work package number</b>	5
<b>Work package title</b>	COORDINATION

Short name of participant (KIC LE, CLCs)	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	613	92	152	79	122	123	90
<b>Start month</b>	01/2023		<b>End month</b>	12/2025			
<b>Total costs:</b> 23,5	<b>EIT Funding:</b> 12,9				<b>Co-funding:</b> 10,6		

**Objectives:** This Work Package encompasses the management of EIT Manufacturing. The work package has been split in two sub-work packages: Central KIC Management and SASU Management, Co-location Centres (CLCs).

**EIT Core KPI [EITHE18.1]** – 41 % of less represented gender in top governance and management positions

combined.

## Description of work

### Sub-work package 5.1: Central KIC Management and SASU Management

**Central KIC Management:** This activity provides the operational framework, including processes, tools and information, that enables and facilitates EIT Manufacturing staff and members to run the KIC programmes and activities. It aims to ensure that all activities have the requested resources in place to develop as foreseen in the Strategic Agenda. This activity groups the C-level (CEO and COO) and the Operations team (Finance, HR, IT, Project Management, Legal and Contractual, partnership management). In addition, to ensure the success of the implementation of the Strategic Agenda, Central Management is also in charge of ensuring coordination with our eco-system (Partners and EIT). At the end of Q3 2022, a new resource taken on-board is an internal auditor, to ensure excellence of processes, improve controls and support the action plan to be implemented to mitigate risks. With the same goal, our legal/procurement team was reinforced as well. Finance team will be expanding from the current 2 FTE starting Q4 2023.

In addition, Operations will put in place a new integrated IT system (NetSuite) that will allow centralisation of data, harmonisation and better transparency among the whole organisation, to improve efficiency.

This reinforcement of the team, tools and skills is aimed at providing the appropriate basis for the Organisation to develop and become an even greater participant in our ecosystem, bringing more value to our Community.

**SASU Management** oversees ensuring the proper framework of the execution of commercial contracts signed within the context of Innovation and Business Creation, and Education at a lesser extent. The activity will also ensure proper implementation of the transfer price policy.

The activity will also coordinate dedicated activities, including co-creation and co-design of services with our Partners and promotion of this portfolio during events. Dedicated people will work on this activity to ensure successful deployment of commercial activities.

In the context of its own Business Model, Manufacturing SASU is entitled to look for local funding to support the development of its activities (developing additional services & products). Manufacturing SASU is declared as Associated Partner.

### Sub-work package 5.2 Co-location Centres (CLCs)

Activities under this sub-work package focus on management of the KIC's CLCs: CLC Central, CLC East, CLC West, CLC North, CLC South and CLC Southeast.

CLCs will act as the link between partners and the central EIT Manufacturing organisation, facilitating and supporting entrepreneurial activities locally and across CLCs, establishing EIT Manufacturing as a key player in the local innovation network, and acting as a highly visible and widely recognised venue for local and KIC-level events. The CLCs significantly contribute to strengthening manufacturing in the local economic and societal ecosystem, with the main goal of boosting innovation. The CLCs management activities include e.g.: operating and managing the CLCs that support KTI of education, research and innovation and business creation, and pan-European business development; supporting the local partnership in implementing the EIT Manufacturing strategy; strengthening the local innovation ecosystem; setting the local innovation agenda; steering CLC-wide activities; acting as an administrative help desk for partners; and facilitating meetings and events.

The focus of CLCs for 2023-2025 is on further establishment of partnerships with national and regional ecosystems and increasing contribution to financial sustainability. The establishment of partner networks will enable a strong increase in the reach of EIT Manufacturing. Together with the EIT Manufacturing RIS Hubs, the aim is to increase awareness and attract new members, especially in the RIS countries. Furthermore, EIT Manufacturing is part of the EIT Hub Israel and Cross-KIC Strategic Synergies (CLC Consolidation) that seeks further collaboration across KICs in establishing partnership with national/regional authorities (i.e., EIT Hub Paris). If the right conditions are in place, the CLCs will participate in national and regional initiatives and projects and expand the financial sustainability of EIT Manufacturing by selling innovation, business creation, education, and communication (consulting) services to companies.



<b>Work package number</b>	6
<b>Work package title</b>	COMMUNICATION, DISSEMINATION AND EXPLOITATION OF RESULTS

Short name of participant (KIC LE, CLCs)	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	228	74	94	70	81	36	49
<b>Start month</b>	01/2023	<b>End month</b>	12/2025				
<b>Total costs: 3,0</b>		<b>EIT Funding: 2,3</b>			<b>Co-funding: 0,7</b>		

### Objectives

Communication, Dissemination and Outreach activities play a key role in supporting the achievement of the KIC's strategic objectives and impact. The communication objectives defined for optimal impact are:

1. Build awareness about EIT Manufacturing and promote activities, and achievements related to activities, while championing the EIT Community brand, across all activities, programmes and events.
2. Create understanding of the role of Europe's manufacturing industry as an accelerator and enabler for change, innovation and competitiveness, while increasing the sector's attractiveness.
3. Identify, attract, and engage with relevant stakeholders and target audiences to drive participation in the activities, to share good practices and results, to reinforce the KIC's impact, to support the KIC's sustainable growth, and to contribute to building the innovation ecosystem.
4. Disseminate results and support exploitation of results to maximise impact of the Innovation, Education and Business Creation activities, making them available for further use and to support knowledge management through the KIC's platforms.

KPIs:

- KIC.C01] Target value (2023-2025) = 100

Deliverable:

- Success Stories, Target value (2023-2025) = 70

### Description of work

Concerning Central Communication activities in 2023-2025, the EIT Manufacturing Central Communication Plan includes the following:

1. *Promote BP2023-25 activities*: Promote and communicate about the activities implemented by the KIC around the three pillars of the Knowledge Triangle, and EIT Manufacturing flagships and priorities in all of the KIC's communication channels. Also, for RIS, building on the RIS Hubs network, EIT Manufacturing will continue to deploy programmes and activities specifically aimed at RIS countries, using tailored communication in alignment with them. EIT Manufacturing Digital channels will play a key role.
2. *Events (yearly editions)*: (i) MatchMaking Event (one or two events per year - Q1 and or Q2), in a physical format and digital (in case of two events planned). (ii) EIT Manufacturing Business Creation events, BoostUP! and Access to Tech events. (iii) EIT and EIT Community main events, the EIT Awards, the INNOVEIT (KIC led events). For the EIT Awards, EIT Manufacturing has been participating in the four categories: Innovation Team, Venture, Women leadership and entrepreneurship, and the Public Award. Active participation of its most successful students, Start-ups/Scale-ups and activities will demonstrate the results and achievements of this innovation community and contribute to the initiative's reputation (EITM follows the EIT format, guidelines and

timeline). (iv) EITM CTO Roundtable (or other format)- two events in the year (April and December). One of them as a physical event in Hannover (during Hannover Fair) and the December one as a virtual event. (v) EIT Manufacturing EITM yearly Summit (in Q4), an open event. The main event of the year, the Summit will be formatted to cover communication, dissemination and outreach objectives. (vi) Participation in EU events (EU R&I Days, EU Industry Days) and in relevant industry events (World Manufacturing Forum and World Economic Forum - Davos) and other co-branded events, targeted sponsorships and cross KIC activities, in which EIT Manufacturing is involved. (vii) Co-organising the European Manufacturing Conference 2024 alongside other European platforms (EFFRA and Manufuture). This conference takes place with a bi-annual frequency. (viii) Partner Assemblies, 2 or 3 in the year.

3. *Communication and Dissemination Channels:* (i) EITM Web Portal. The EITM web portal is the main digital communication node for the KIC and acts as the single point of entry for other platforms (e.g., Intranet, GLP-Guided Learning Platform (Skills.Move), The Open Innovation platform (AGORA), pillar micro websites and CLC and RIS Hubs micro websites). Note: Another website will be managed by the Communication team – Deep Tech Talents Initiative (DTTI) website. (ii) EITM Social media channels, (iii) EITM Innovation Platform (AGORA) and Skills.Move platform. (iv) EU dissemination platforms (Horizon Results Platform, CORDIS).

4. *Tools and instruments:* EIT Manufacturing partnership monthly Newsletter was improved in terms of design and content but will be further developed. EIT Manufacturing external quarterly Newsletter to be initiated in 2023.

5. *Campaigns:*

- Promotional campaigns for EITM Innovation platform (AGORA) and for the Guided learning Platform (Skills.Move).
- Dedicated campaign for the Deep Tech Talents Initiative (DTTI) – the EU initiative that aims at training 1 million people between 2023-2025. The DTTI is an EIT Community activity.

6. *New marketing materials:* Develop a set of new marketing and communication materials (printed materials, videos and infographics) to be used for several purposes (events, stakeholder engagement activities, dissemination, outreach, etc.).

7. *Press and Media:* The Press and Media strategy and planning will continue to be one of the team’s focus (HQ and CLC level).

Concerning **Dissemination and Outreach**, as stated in the Strategic Agenda, the EIT Manufacturing's annual Dissemination Plan will include an open public European event centrally managed by the KIC (EIT Manufacturing Summit) and the CLCs organise open events, designed to disseminate the results of the current year’s projects, as well as low-threshold offerings such as webinars and local workshops. The main event will be centrally organised, and all EIT-funded projects will be invited to participate in it to reach visibility of the results and impacts. So, results are disseminated at activity (KAVA) level and at KIC level.

The dissemination Plan includes the following main activities:

- 1) At KAVA level: (i) Results and outcomes of the EITM portfolio of activities to be published/presented (on an activity basis) in relevant thematic media and industry; (ii) relevant events, conferences, workshops targeted at specific audiences depending on the result to disseminate (under Education, Innovation, Venture support, etc.).
- 2) At KIC level: (i) Yearly dissemination event to present results and outcomes of the activities in the current year (Q4), an open event, one per year; (ii) other open events, workshops and exhibitions at CLC level and at RIS Hubs level, to disseminate results, inform and inspire external audiences and broader society about the importance of manufacturing and give a tangible opportunity to see and test the latest technologies and manufacturing equipment.

Based on the input from the Management Team and responsible Functional Directors, the KIC’s communications team will disseminate available results in the most appropriate channels and timeline to make them available for use by others. Other channels, like the EU’s CORDIS Platform and the Horizon Results Platform, are core tools for broader dissemination. The KIC will also use its innovation platform to disseminate non-protected data and results to further enhance collaboration and facilitate exploitation by internal and external parties.

Global Outreach: EITM is part of the EIT Cross-KIC Global Outreach and other partnerships with Global Outreach (WMF, WEF).

Communication and Dissemination activities do not contribute directly to financial sustainability but play a key role in promoting and disseminating all KIC activities, in particular marketing those that contribute to the FS mechanisms.

<b>Work package number</b>				7			
<b>Work package title</b>				FINANCIAL SUSTAINABILITY			
<b>Short name of participant (KIC LE, CLCs)</b>	EIT M	CLC South	CLC West	CLC Central	CLC East	CLC North	CLC South-East
<b>Person months per participant (KIC LE, CLCs)</b>	36	0	0	0	0	0	0
<b>Start month</b>		01/2023		<b>End month</b>		12/2025	

### Objectives

The WP Financial Sustainability aims to describe the strategy followed at KIC level to ensure the financial viability of the KIC in the long term and reduce its dependence on the EIT Grant.

EIT Manufacturing has developed different mechanisms detailed by revenue streams per pillar but also across CLCs and the commercial arm.

**EIT Core KPI [EITHE11.2]** - Financial Sustainability coefficient for the period 2023 – 2025 is expected to be 18,7% in 2023, reaching 20,5% in 2024 and 29,8% in 2025 (after additional 25% budget allocation)

**EIT KPI [EITHE11.1]** - Financial Sustainability revenues for the period 2023 – 2025 is expected to be €31.0 million euros.

### Description of work

#### *Background*

In 2021 the KIC LE (not for profit entity) launched its commercial arm, to be able to operate and generate revenue flows within the proper framework (separation of activities as the legal form of the KIC LE does not allow all commercial activities to be conducted). The commercial arm has taken over the contracts of Financial Sustainability for Business Creation and Innovation activities in RIS and non RIS countries.

Based on the lessons learnt from 2020 and 2021, and as the mechanism based on revenue sharing has shown some weaknesses (delays in receiving cash), monitoring has been put in place at the midterm of an activity's duration to review the status of the commercialisation strategy and ensure that the activity will deliver the product/service as planned. One resource per pillar is also in charge of monitoring and coordinating with the SPOC to address the financial sustainability in a harmonised manner.

#### *Description of work*

In case of a delay in an activity's commercialisation plan, we propose a consulting service from the Business Creation team to better identify their target group and their market approach in exchange for a service fee. To this we add a fixed sum to be paid at the end of project, to ensure the full coverage of the costs incurred from EIT Manufacturing to support the project. From 2025 onward, EIT Manufacturing will implement a new FS model for the innovation activities. The model is a combination of a fixed fee and, in case of successful commercialization, a revenue sharing, and is described in more detail in WP3.

EIT Manufacturing has also developed different digital platforms in order to attract and strengthen the Manufacturing ecosystem: AGORA, Skills.Move are already established and developed their network. AGORA is dedicated to the reinforcement of the community, while Skills.Move focuses on reskilling and upskilling. The commercialisation of the Education content on skills.move and of paid spheres on AGORA are done through EIT Manufacturing.

Manufacturing SASU is signing service agreements with consortia and business owners in charge of funded innovation projects, to support them during the project and for a period of time after the start of the commercialization of developed innovations.

Manufacturing SASU is also developing a portfolio of assets, including the shares of the selected start-ups supported by the Business Creation team. The shares are valued at historical cost, but for reporting purpose their value is updated on a yearly basis to provide a liquidation value (last valuation from the last financial round). The first exit is foreseen in 2025. The development of portfolio assets is a long-term strategy not currently allowing generation of cash inflows for these activities. As a consequence, and mitigation measure, the Business Creation team is also developing its offer of services such as:

- a fixed fee for supporting startup growth using Scaleup Support Agreements.
- We will also charge consultancy fees for specialised support services, such as marketing support services.
- Through the Open Innovation programme we will offer commercial services for a fixed fee for corporates and SMEs seeking customised scouting and matching for technologies addressing their specific challenges.
- The Access2Tech Europe programme and demystification events in TRANSFORM will be another basis for lead generation for supported start-ups and revenue sharing for consequent business deals.

The FS strategy is not only developed from a vertical perspective but also from a horizontal one, with a key role for CLCs that are commercializing local tailored services to address specific requirements from their ecosystem. The services answer specific needs, such as dedicated events with scouting and introduction of SMEs and or start up on specific thematics / technology to be introduced to industrials. In addition, CLCs are developing their collaboration with local, national, and other EU instruments, to ensure a high level of other sources of funding as a contribution to the overall FS. This contributes to strengthening the relationship with the local ecosystem and co-participation with Members of EIT Manufacturing in other key projects. This positioning of the CLC will contribute to the European image of the KIC as an EU coordinator and a key actor for innovation in Manufacturing.

The above-mentioned actions allow EIT Manufacturing to expect an FS coefficient of 35% by 2025 as per the table below:

<i>Source of revenues</i>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Membership fees	5 700 000 €	5 985 000 €	6 290 000 €
Other source of funding	1 265 000 €	1 630 000 €	2 125 000 €
Success Based Contr (ROI)	502 000 €	560 000 €	1 512 000 €
Education content	116 383 €	215 540 €	318 973
Consulting and Services	440 000 €	1 012 500 €	1 628 500 €
Equity		456 000 €	1 243 000 €
<b>Total revenues</b>	<b>8 023 383 €</b>	<b>9 859 040 €</b>	<b>13 117 473 €</b>
<b>Grant 2023 – 2025</b>	<b>35 429 713 €</b>	<b>46 847 234 €</b>	<b>37 503 285 €</b>
<b>FS Coefficient</b>	<b>22,6%</b>	<b>21,0%</b>	<b>35,0 % *</b>

\* With additional 25% budget allocation for 2025, approx. 12M, FS % = 26,5%

### C. Subcontracting costs

Table 3.1g: 'Subcontracting costs' items

EIT Manufacturing		
	Cost (€)	Description of tasks and justification
Subcontracting	3,073,024	The dissemination events (0,3), Business creation events, scale up and finance activity (0,8), RIS events and activities (0,8); CFP experts (0,5) The increase in subcontracting is driven by the reclassification of the external providers (accounting, audit – 0,5) from Other G&S in order to avoid 25% of indirect costs calculation and for the right nature of these costs (deliverables)

### D. Purchase costs

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

EIT Manufacturing		
	Cost (€)	Justification
Travel and subsistence	1,393,500	This cost includes travel a cost of EITM for 3 years.
Equipment	88,500	
Other goods, works and services	1,998,560	Communication/Dissemination Event, marketing promotion, Website maintenance, consultant for label programs
Remaining purchase costs (<15% of pers. Costs)		
<b>Total</b>	<b>3,480,560</b>	

EIT Manufacturing North AB		
	Cost (€)	Justification
Travel and subsistence	56,500	This includes travel for CLC North for 3 years.
Equipment		
Other goods, works and services	433,015.2	CLC external events to strengthen partnership, run events and workshops etc to increase number of partners and network partners, Costs for market landscaping, developing service offerings and activities to support partners, attract new partners and form a concept for sustainable service provider, communication, and marketing materials at CLC level. Rent: CLCs are operational, close to the partners' entity, which require physical and permanent presence in their areas. As stated in Decision 06/2020 of the Governing Board of the EIT.
Remaining purchase costs (<15% of pers. Costs)		
<b>Total</b>	<b>489,515.2</b>	

EIT Manufacturing Central GmbH		
	Cost (€)	Justification
Travel and subsistence	105,500	This includes travel of CLC Central for 3 years.
Equipment	5,000	This includes equipment cost of CLC Central for 3 years.



<b>Other goods, works and services</b>	475,171	CLC external events to strengthen partnership, run events and workshops etc to increase number of partners and network partners, Costs for market landscaping, developing service offerings and activities to support partners, attract new partners and form a concept for sustainable service provider, communication, and marketing materials at CLC level. Rent: CLCs are operational, close to the partners' entity, which require physical and permanent presence in their areas. As stated in Decision 06/2020 of the Governing Board of the EIT.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>	585,671	

<b>EIT Manufacturing East GmbH</b>		
	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>	97,000	This includes travel cost of CLC East for 3 years.
<b>Equipment</b>	40,000	
<b>Other goods, works and services</b>	762,575	CLC external events to strengthen partnership, run events and workshops etc to increase number of partners and network partners, Costs for market landscaping, developing service offerings and activities to support partners, attract new partners and form a concept for sustainable service provider, communication and marketing materials at CLC level. Rent: CLCs are operational, close to the partners' entity, which require physical and permanent presence in their areas. As stated in Decision 06/2020 of the Governing Board of the EIT.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>	899,575	

<b>EIT Manufacturing West, S.L.</b>		
	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>	153,000	This includes travel for CLC West for 3 years.
<b>Equipment</b>	19,600	
<b>Other goods, works and services</b>	475,400	CLC external events to strengthen partnership, run events and workshops etc to increase number of partners and network partners, Costs for market landscaping, developing service offerings and activities to support partners, attract new partners and form a concept for sustainable service provider, communication and marketing materials at CLC level. Rent: CLCs are operational, close to the partners' entity, which require physical and permanent presence in their areas. As stated in Decision 06/2020 of the Governing Board of the EIT.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>	648,000	

<b>EIT Manufacturing South S.R.L.</b>
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	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>	95,000	This includes travel cost of CLC South for 3 years.
<b>Equipment</b>		
<b>Other goods, works and services</b>	380,000	CLC external events to strengthen partnership, run events and workshops etc to increase number of partners and network partners, Costs for market landscaping, developing service offerings and activities to support partners, attract new partners and form a concept for sustainable service provider, communication, and marketing materials at CLC level. Rent: CLCs are operational, close to the partners' entity, which require physical and permanent presence in their areas. As stated in Decision 06/2020 of the Governing Board of the EIT.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>	475,000	

<b>EIT Manufacturing South-East Single Member P.C.</b>		
	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>	76,000	This includes travel cost of CLC South-East for 3 years.
<b>Equipment</b>	20,000	
<b>Other goods, works and services</b>	379,500	CLC external events to strengthen partnership, run events and workshops etc to increase number of partners and network partners, Costs for market landscaping, developing service offerings and activities to support partners, attract new partners and form a concept for sustainable service provider, communication, and marketing materials at CLC level. Rent: CLCs are operational, close to the partners' entity, which require physical and permanent presence in their areas. As stated in Decision 06/2020 of the Governing Board of the EIT.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>	475,500	

#### E. Other cost categories

**Table 3.1i: 'Other costs categories' items (e.g., internally invoiced goods and services)**

<b>EIT Manufacturing</b>		
	<b>Cost (€)</b>	<b>Justification</b>
<b>Financial support to third parties</b>	83,695,403	Since from 2023 onwards all our partner will become subgrantees this cost includes all our partner cost. FSTP amount is increased to support more projects in the planned calls for proposals and to include a new fast track call for high performing projects.

### 3.2 Capacity of participants and KIC Partnership as a whole

#### Participants (beneficiaries)

##### EIT Manufacturing

The KIC Legal Entity (LE) is established as a not-for-profit association under the French law and has its HQs in Palaiseau, France. It is responsible for developing and executing the KIC strategy and operations. It is the main interlocutor toward the EIT and the other EIT KICs. It currently has a staff of 37 employees (more than 60% female). The KIC Legal Entity is composed of the following bodies: (1) Partner Assembly (PA), (2) Supervisory Board (SB), and (3) Management Team (MT). The KIC LE has 7 affiliated entities, i.e. CLC Central, CLC East, CLC South, CLC West, CLC North, CLC South-East and the Manufacturing SASU. The KIC LE is coordinating the BP2023-25 and all its Work packages. In 2023 a new CEO will be appointed, and more than 50% of the Supervisory Board will be renewed since 8 of its Members, including the independent Chair, will step down. Fully open and transparent processes, in-line with the good governance principles, will be launched for the recruitments.

**EIT Manufacturing Central GmbH (CLC Central)**

EIT Manufacturing Central GmbH is located in Darmstadt, Germany. It covers Central European countries, i.e. Belgium, Germany, Ireland, Luxemburg, the Netherlands, Poland and Ukraine. The CLC hosts and implements various education, innovation and business creation activities of EIT Manufacturing, also supporting entrepreneurial activities locally and on a pan-European level.

**EIT Manufacturing East GmbH (CLC East)**

CLC East was legally established in April 2020 as EIT Manufacturing East GmbH under Austrian national law and is located in the Technology Centre Seestadt in Vienna. It serves countries in Central and Eastern Europe: Austria, Croatia, Czech Republic, Hungary, Serbia, Slovakia and Slovenia. All of these countries, aside from Austria, are RIS eligible countries. The CLC hosts and implements various education, innovation and business creation activities of EIT Manufacturing, also supporting entrepreneurial activities locally and on a pan-European level.

**EIT Manufacturing South S.r.l. (CLC South)**

EIT Manufacturing’s Co-Location Centre South was legally established in February 2020 and it has its headquarters in Milan, Italy. CLC South covers the Southern-Europe region comprising: Italy, Malta, Switzerland, Israel, Bosnia and Herzegovina, Kosovo, Montenegro. It acts as one of the main drivers in the manufacturing sector – uniting academia, business and research for advanced digitalization and outstanding solutions that lead to a more environmentally and economically sustainable industry. CLC South fosters innovation and entrepreneurship through its network of key manufacturing stakeholders.

**EIT Manufacturing West, S.L.**

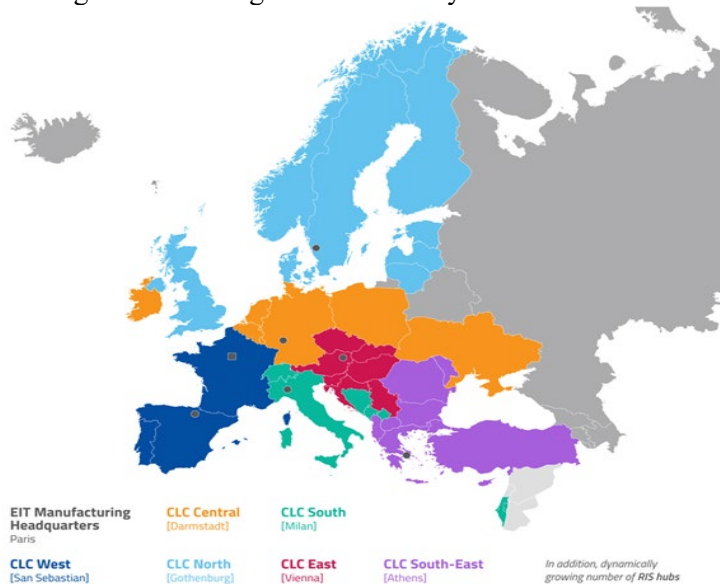
EIT Manufacturing’s Co-Location Centre (CLC) West was legally established in December 2019 and started operating in May 2020. The CLC is driving manufacturing innovation across France, Spain and Portugal. Its staff includes 15 employees. With the support of CLC West, the local ecosystem connects innovators with creativity and know how, ensuring that knowledge flows naturally from one stakeholder to another and allowing us to create collectively a richer and more economically sustainable society.

**EIT Manufacturing North AB (CLC North)**

EIT Manufacturing’s CLC North was legally established in 2020 as EIT Manufacturing North AB under Swedish national law. CLC North serves eight countries in Northern Europe: Denmark, Norway, Sweden, Finland, Estonia, Latvia, Lithuania and the UK, of which three are EIT Regional Innovation Scheme (RIS) eligible countries.

**EIT Manufacturing South-East Single Member P.C. (CLC South-East)**

EIT Manufacturing CLC South-East was legally established in Athens, Greece in April 2022 and is currently being created to be fully operational in October. It serves eight countries in South-East Europe:



Albania, Bulgaria, Cyprus, Greece, Moldova, North Macedonia, Romania and Turkey. Apart from Albania and Moldova, these countries are eligible for the EIT Regional Innovation Scheme (RIS). The CLC target is to boost innovation and entrepreneurship in the regional manufacturing network.

### CLCs role in the BP2023-25

The Co-location Centres offer continuous support for our partners through the pillar managers located in the CLCs. CLCs support the Partners in communication and dissemination of their results. Those tasks are usually carried out remotely or, depending on needs, meetings with Partners may take place at the CLC premises. The CLCs are responsible for a specific geographical area and they coordinate actions with the pillars to ensure a consistent approach from an overall strategy perspective, but they also can tailor their approach to activate their ecosystem. The CLCs are in charge of developing other sources of funding by participating in other projects funded by the local, national or EU bodies.

### Manufacturing SASU

The Manufacturing SASU (Société par actions simplifiée unipersonnelle) is set up according to the by-laws and articles of association of EIT Manufacturing and is fully owned by it. The purpose of the subsidiary is mainly to be the commercial owner of the assets such as equity shares and to collect the income excluding the membership fees. Manufacturing SASU is represented and directed by a President, being the CEO of EIT Manufacturing. It also has a Managing Director (Directeur General).

### KIC Partnership

The overall EIT Manufacturing Partnership will be involved in the implementation of the KIC's BP2023-25. On September of 2023, EIT Manufacturing Partnership included **166 Partners**, including 80 Core Partners and 86 Associate Partners.

EIT Manufacturing Partnership forms a dynamic community able to accelerate the exploitation of new ideas, achieve targeted business results and create long term value. **A broad diversity of manufacturing technologies, sectors, innovation chains and value networks** are present in the partnership. The diverse and multidisciplinary nature of the partnership provides the excellence and complementarity required to address successfully the current and emerging economical, environmental and social sustainability challenges of European manufacturing. The Partnership brings together a balanced group of world-class stakeholders from all sides of the Knowledge Triangle. Industry partners have an extensive footprint, covering multiple sectors. This diversity support multi-sectorial innovation approaches with broad impact, while facilitating cross-sector learning.

**The Partnership covers the entire product lifecycle** from concept and design to manufacturing and maintenance. The partnership incorporates both B2B and B2C partners whose strengths lie across the value chain in manufacturing. This aids integration across manufacturing domains, from manufacturing systems to final product, and demonstrates the capability of the partnership to accelerate innovation at all stages of the product and equipment lifecycle. The Partnership ensures a **pan-European perspective** to strategies and programmes. Moreover, the participation of **large multinational companies** in the partnership guarantees a broad business and societal impact, as well as strong links to global developments.

The core of the KIC's Partnership, i.e. its **80 Core Partners** (members of EIT Manufacturing association), is split as follows:

- **Industry: 44 (25 large companies, 2 mid-size companies, 16 SMEs, 1 industry cluster) → 55%**
- Academia: 19 → 24%
- RTO: 17 → 21%

Industry Partners cover multiple sectors, such as automotive, aerospace, process industry, machinery and equipment, electronics and digital, medical equipment and consumer goods. This includes well-known industry players from strategically important and high value-added sectors, with complementary know-how in major manufacturing enabling technologies. Industry partners of EIT Manufacturing represent several functions within the manufacturing ecosystems and value networks, for example Advanced material providers (e.g. OCAS – ArcelorMittal, Voestalpine, SONAE, etc.),

machinery and equipment providers and system integrators (e.g. Comau, KUKA, Prima, etc.), IoT providers (e.g. ATOS, etc.), n-tier suppliers (e.g. Magna, Brembo, Mondragon, Aernnova, Avio Aero, etc.), large multinational Manufacturers (e.g. Volkswagen, Volvo, Whirlpool, , Stryker, Procter & Gamble etc.), and clusters and industry associations.

Partners from academia, include globally recognised universities for academic and innovation performance. All academic partners contribute strong competences in a broad field of manufacturing enabling technologies. Besides their excellent technical competences, the academic partners present great expertise and experience in novel approaches to manufacturing education, e.g. Teaching / Learning Factories.

Renowned European Research and Technology Organisations (RTOs) participate in EIT Manufacturing and contribute their broad competences and specialised expertise in major manufacturing enabling technologies. RTOs bring a wealth of high-end innovation eco-system and technological assets, such as innovation labs, test beds, Fablabs and maker spaces to be used in innovation processes. All RTO partners are currently active in European strategic initiatives for manufacturing innovation. Technology Transfer Offices (TTOs) are present in most of the research organisation partners with experience in a variety of support systems for start-ups/scale-ups and intra/entrepreneurs.

EIT Manufacturing Partnership is complemented by a big number of organisations actively involved in KIC's activities, i.e. its Associate Partners. Currently, the Partnership includes **86 Activity Partners**, split as follows:

- **Industry: 66 → 77% (technology providers – SMEs, end users)**
- RTO: 11 → 13%
- Academia: 7 → 8%
- NGOs : 2 → 2%

### **Partnership development strategy**

In order to fulfil its mission, namely to become “THE” leading manufacturing community in Europe, EIT Manufacturing is establishing a robust and well-defined framework and criteria for setting priorities regarding partnership development. This strategy is aligned with EIT Manufacturing's overarching strategic goals, taking into account key industrial sectors and the EU list of critical technology areas. To acquire new partners and ensure partnership retention, Key Account Management (KAM) becomes fundamental and, indeed, EIT Manufacturing is recruiting Ecosystem Services and Key Account Management profiles for each regional ecosystem. This approach is crucial to ensure that potential partners are presented with a comprehensive value proposition, encompassing more than just funding opportunities. It aims to provide added-value services that guarantee sustained partnership and stability in the mid-long term.

**Openness** is an overarching principle of EIT Manufacturing Partnership. EIT Manufacturing Calls for Activities in the context of the BP2023-25 implementation will be fully open to all organisations eligible for funding under the Horizon Europe programme. The KIC welcomes ideas, people and organisations in its Partnership that can bring added value and complementary expertise in achieving the BP2023-25 goals.

### **Anti-Fraud**

The Anti-Fraud Strategy 2021-2023 of EIT Manufacturing is available on the EIT Manufacturing website and a dedicated email address is available for any question or alert. The policy includes a risk register to ensure the proper assessment of the environment and take the appropriate measures. This strategy aims to ensure the transparency and the integrity of our activities as a KIC, but also assists in collaboration with other third parties, by ensuring that they all comply with these rules. The Code of Conduct and Conflict of Interest policy have been signed by our Supervisory Board to ensure the best collaboration with the KIC.

### **Monitoring and audit**

For monitoring and internal audit purposes, EIT Manufacturing assigns one manager per group of relevant activities, to ensure a regular contact with our ecosystem and guarantee the right execution of the project. According to the type of activities and the effective starting date, the managers in charge of their portfolio have to conduct regular reviews of the project with the support of the finance team. This review includes a formal review of the status of the activities, the use of resources, the timeline, and any alerts about the project. The conclusion of this review includes a go/no-go decision.



In case any activity will be delayed or terminated, the COO is immediately informed and EIT is informed about the difficulties, so we can find the best solution. EIT Manufacturing is applying the four-eyes principles regarding execution of its internal policy, to ensure the integrity and respect of its rules. From Q3 2022, a new position of internal auditor was filled. This position will be key to improve the efficiency and secure our processes.

EIT Manufacturing will apply the following minimum requirements in its process for the execution of the 2023-2025 Business Plan :

Minimum requirements	EIT principle applied	Description	Supervision
Setup & General Aspects	Yes	<ol style="list-style-type: none"> <li>1. Sound financial management: principles of economy, efficiency and effectiveness, including a lean and cost-efficient structure that keeps administrative and management costs to a minimum [as per MGA Art. 7].</li> <li>2. Pan-European character.</li> <li>3. Clear separation between KIC staff delivering management and operational functions (so that staff advising the activities are not the ones ultimately making the decision to stop them).</li> <li>4. Risk management.</li> <li>5. Management adhering to Anti-Fraud guidelines. KIC has a whistle-blower policy.</li> <li>6. KIC employs the four-eyes-principle for all transactions and decisions above an agreed threshold.</li> <li>7. Training on understanding audit requirements and interacting with auditors.</li> </ol>	Operations - Finance, Legal
Call planning and preparation	Yes	<ol style="list-style-type: none"> <li>1. KIC adopts EIT templates for call documents.</li> <li>2. KIC applies to get call approval from EIT (and time limits apply).</li> <li>3. Self-assessment form for meeting the KPI requirements to be completed at application stage.</li> <li>4. KIC confirms the case for financial sustainability and co-funding.</li> </ol>	Operations - PMO
Outreach to beneficiaries	Yes	<ol style="list-style-type: none"> <li>1. KIC publishes the call on the KIC's website and on the EC Funding &amp; Tenders portal.</li> <li>2. KIC puts procedures in place for guiding applicants and potential beneficiaries.</li> <li>3. KIC has a process for supporting proposal ideation.</li> <li>4. KIC has a process for facilitating brokerage and matchmaking among existing and new partners.</li> </ol>	Operations - PMO
Process for submitting applications	Yes	<ol style="list-style-type: none"> <li>1. A common minimum period when a call remains open.</li> <li>2. Submitting a report to EIT confirming the proposals submitted, ranking list and evaluation method followed.</li> <li>3. Formal applicant notification about the selection result, attaching the summary evaluation report and the conditions to be fulfilled before contracting (if any).</li> <li>4. Publishing the selection results on the relevant KIC website, after their contracting is complete.</li> </ol>	Operations - PMO

Process for evaluating applications	Yes	<ol style="list-style-type: none"> <li>1. Criteria that combine Horizon Europe (i.e. a) Excellence, b) Impact, c) Quality and efficiency of the implementation) with KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects.</li> <li>2. Evaluation performed by a minimum number of external experts to ensure fairness and transparency.</li> <li>3. Report by independent expert observer.</li> <li>4. Pool of external evaluators renewed on a periodic basis (e.g., min percentage of new evaluators).</li> <li>5. Evaluator contract with conflict of interest declarations (common template).</li> <li>6. Remuneration of external evaluators (common base fee structure).</li> <li>7. Mechanism to evaluate external evaluators with the option to swiftly remove those who do not meet the expected standards.</li> </ol>	Operations - PMO
Process for informing applicants	Yes	<ol style="list-style-type: none"> <li>1. A standardised redress/appeal procedure in place.</li> <li>2. Dissemination of evaluation results.</li> </ol>	Operations - PMO
Process for contracting	Yes	<ol style="list-style-type: none"> <li>1. Fixed number of days for completing contract negotiation.</li> <li>2. Each partner identifies individuals with legal and financial responsibility, who are named in the contract.</li> <li>3. Each partner receives code of conduct and anti-fraud materials.</li> <li>4. Adopt a common electronic signature process to minimise contractual delays between the KICs and partners</li> </ol>	Operations - Finance, Legal
Process for monitoring	Yes	<ol style="list-style-type: none"> <li>1. Confirmation of no subgranting between related entities.</li> <li>2. Confirmation of no double funding for the same work.</li> </ol>	Operations - Finance, PMO
Process for post-impact assessment	Yes	<ol style="list-style-type: none"> <li>1. Facilitate dissemination/communication/exploitation of results.</li> <li>2. Follow the impact of KAVA output after a certain period.</li> <li>3. Engage in Cross-KIC activities.</li> <li>4. Providing input to innovation policy discussions.</li> </ol>	Pillars & Operations - PMO

## FINANCIAL SUPPORT TO THIRD PARTIES

The open call for proposals are published on the EIT Manufacturing website and our innovation platform AGORA, as well as the Horizon Europe Funding & tenders opportunities portal. Every call is expecting the submission of applications in accordance with the thematics described in the call guidelines, all proposals are also expected to demonstrate how they contribute to the Knowledge Triangle Integration.

The KIC LE is the legal entity granting the financial support to third parties, as regards to the Business Plan 2023-2025, some activities have been selected through the first open call for proposals 2023. The selected activities represent 16 million euros of EIT funding allocation to the recipients where 43 activities have been selected and will start in January 2023 for a duration of 12 or 24 months.

All activities selected to receive financial support are evaluated against 5 main criteria:

- Excellence, novelty, and innovation,
- Impact and financial sustainability, and
- Quality and efficiency of the implementation, including sound financial management
- Strategic fit,
- European dimension,

To evaluate the proposals EIT Manufacturing is always requesting a minimum of 3 independent experts, and for the main call for proposals the Management Team is also evaluating the full list of proposals to ensure the assessment of two additional criteria:

- Portfolio fit,
- Partnership ecosystem.

In the case of BC Accelerate calls from Business creation and Empowering SME calls from Innovation, only the Portfolio fit criteria is assessed. The assessment of the Management Team is done only for activities selecting consortium of organizations and receiving more than 60 000€.

All activities of EIT Manufacturing serve the purpose of targeting at least one of the three Strategic Objectives as well as the three focus areas and related transversal technologies to help solve the most pressing challenges for a greener and more competitive European manufacturing and society:

- Smart Factory
- Sustainable Manufacturing
- Business Processes

Depending on the social, economic and policy context, EITM may decide to strategically adjust or realign its financial support initiatives (ie. portfolio reorientation) to better meet new social or economic realities, market conditions, resource availability, or other significant factors. This may involve reassessing and restructuring future calls to ensure that these align with the organization's goals and maximize fits overall value. For instance, an additional thematic has been added for the 2<sup>nd</sup> call for proposals 2023. This additional thematic “Innovative solutions addressing industrial challenges caused by global crises” will allow to tailor and address urgent and important topics. More specifically, this thematic is requesting proposals to provide innovative solutions to mitigate the challenges caused by the semiconductor shortage and/or energy supply constraints, thus improving the resilience of the European manufacturing industry.

Through the selection of the activities EIT Manufacturing ensures that they can contribute to the Strategic Objectives (SOs), as set out in the Strategic Agenda 2021-2027, which steer our activities and ambitions, and will help respond to major challenges shared by the manufacturing industry and society as a whole:

- SO1 - Put people at the center of manufacturing
- SO2 - Accelerate green manufacturing
- SO3 - Foster sovereignty and competitiveness

EIT Manufacturing aims to promote solid partnerships of European education, research and business entities (the 3 sides of the Knowledge Triangle), either in the composition of the activities partnerships or in the expected impact of the activities results.

Third-country entities can participate in KIC activities, in accordance with the Horizon Europe (HE) rules, also referred to in the EIT “Invitation to submit proposals for KIC Business Plans 2023-2025 / 2023-2024”, since participation in an action under Horizon Europe is open to any entity established in any third country (“eligibility for participation”).

According to the Invitation, the participation of beneficiaries / affiliated entities and the participation of subgrantees established in non-HE eligible third countries, should be essential for the action to allow the “eligibility for funding” exceptionally. Subgrantees can already be identified in the Business Plan proposal Annex “Funding Support to Third Parties”, however, for eventual cases that will derive from the operations to be selected at a later stage, the ex-ante agreement from the EIT will be required and the EITM will need to ensure it through the EIT’s Monitoring, Business Plan Amendments and Reporting processes.

Therefore, as part of the ongoing and future evaluations of the proposals part of the EIT Manufacturing Business Plan 2023-2025, the EIT may exceptionally agree to provide funding linked to specific operations where the involvement of non-eligible third country entities is essential, in line with requirements laid down in the Invitation in case these are explicitly requested and justified. For this, EITM should list and describe these cases as part of the Grant Agreement Preparation (GAP) process in response to this letter.

EIT Manufacturing is opening a call for proposals to all organizations and follow the steps as described below:

- **External evaluators panels:** the Thematic Pillars and PMO identify, following a 4-eyes principle, the different External Evaluators and Rapporteurs, from a list of experts selected through an open call based on their educational background and professional experience. Both external Evaluators and Rapporteurs are required to sign specific clauses of confidentiality and non-conflict of interest before carrying out the activity. Once experts are officially contracted, Thematic Pillars form the Evaluation Panels together with the PMO. At least three External Evaluators are invited to evaluate the proposals and produce an Individual Evaluation Report (IER).
- **Eligibility check:** After the proposal submission deadline, the PMO and the Thematic Pillars check all submitted proposals against eligibility criteria defined in the guidelines, following a 4-eyes principle. Ineligible proposals are rejected, and applicants are duly informed.
- **Featured processes:** EIT Manufacturing has developed detailed guidelines and training for the actors directly involved in the evaluation and selection process. Furthermore, to guarantee maximum transparency and efficacy of the whole evaluation, the Evaluation tool guarantees full traceability and confidentiality for the whole process.
- **Portfolio Selection:** In parallel with the evaluation by the external experts, the Management Team of EIT Manufacturing carries out a strategic evaluation of the proposals. Based on the Evaluation Summary Report (ESR) and the ranking of the project proposals, the Management Team applies the portfolio strategic evaluation factors to select the proposals to be awarded (with recommendations).
- **EIT communication:** The PMO develops and provides the call reports (which include information from the launch of the call, possible updates of information, the submission process, the eligibility check, and the overall evaluation process) and sends them together with the ESRs and overall proposal ranking to the EIT.



- **Procedure for appeal:** A Proposal Leader may request an evaluation review if it considers that the application evaluation procedure (including the eligibility check) has not been correctly applied to its proposal. Only the procedural aspects of an evaluation may be the subject of a request for an evaluation review; for example, process errors or technical problems. An evaluation review committee shall provide an opinion on the procedural aspects of the evaluation and shall be chaired by and include staff of EIT Manufacturing and the relevant pillar who were not involved in the eligibility check or evaluation of the proposals. The evaluation review committee may recommend one of the following:
  - a reconsideration of the proposal's fit to the eligibility criteria (if applicable);
  - a re-evaluation of the proposal to be carried out primarily by evaluators who were not involved in the previous evaluation;
  - confirmation of the initial evaluation.
- **Communication of the project results to the applicants:** A notification with the Evaluation Summary Reports and recommendations for changes are sent to applicants. Proposals selected for funding are asked to make revisions based on specific recommendations, during a defined timeframe, to include requested changes (if any).
- **Final portfolio selection:** Once the period for changes is over, the related Thematic Pillars carry out a compliance check on the proposals submitted for funding. If the proposals have fulfilled the requested recommendations, they are proposed for final inclusion in the BP.
- **Communication:** a report with a general overview of the call, partners, geographical coverage, etc. is prepared and sent to EIT. The overview will also be published on the EIT Manufacturing website and social media.

EIT Manufacturing indicates in the call guidelines the overall call financial allocation and the maximum amounts to be granted per proposal per year. The maximum amount of EIT Funding that can be provided to the same organization is limited to 1,5 million euros per year.

Following this process and once the activity has started the payment is done in 3 instalments:

- A first pre-financing as soon as the EIT is providing the pre-financing to EIT Manufacturing
- A second pre-financing after the mid-term review is completed and potentially re-scoped (implying adjustment in the funding allocation)
- A final payment based on the costs incurred by the participants after the final evaluation of the activity.

EIT Manufacturing provides also support to start up, as it is considered riskier a due diligence is conducted on a systematic basis to ensure that the start up selected to receive financial support from the KIC LE is not at risk in terms of financial status. The financial allocation is 150 000€ for early-stage startup or 300 000€ for more mature startup.

The payment of the financial support to the startup is done fully at inception to allow them to speed their process and guarantee their development.

EIT Manufacturing provides also financial support under the form of a prize in the context of competition such like Boost Up! or Leaders activities to promote specific actions. EIT Manufacturing aims to achieve higher impact and offer visibility to disruptive ideas, successful women in Manufacturing and startups.

As per the process described above for the call for proposals similar approach is followed to select the recipient of a prize. EIT Manufacturing is also requesting expertise from external experts and the applicants are pre-selected prior to the event to compete.

Recipient of prizes can be legal entity or natural person; the amount of the prize is capped to 60 000€ per year and recipient. The final selection of the recipient is done online or during a physical event, the jury and the result are communicated in an open and public manner.

Payment of the prize is executed within 30 days after the online / physical announcement.