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Accelerate recovery

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Executive Summary

EIT Digital is about building a strong Digital Europe through creating world players in areas strategic for Europe and thus contributing to European Digital Sovereignty fully aligned with the top priorities of the European Commission. This is done by building and scaling ventures and by breeding and up-skilling talents to equip them with both the digital and entrepreneurial skills needed. EIT Digital decided to further accelerate its venture creation activities and complete its stand-up, start-up, scale-up innovation funnel, which is implemented in Business Plan 2021-2022.

The core of this funnel is the Innovation Factory that creates ventures from open innovation activities carried out by the EIT Digital partnership. This is complemented by the RIS Venture program, and Innovation and Entrepreneurship activities in the education programmes. The EIT Digital Accelerator is focused on scaling these ventures by supporting them in their growth especially with respect to access to finance and access to market. By 2020, this has led to an innovation portfolio of **206** ventures, of which EIT Digital has equity in **123** ventures. BP2021-2022 is constructed to further accelerate the size and value of this portfolio by creating additional ventures from a strong collection of innovation activities as well as from its RIS venture program. BP2021-2022 will deliver an additional **100** ventures with EIT Digital equity positions, about half from the Innovation Factory and half from the RIS Venture program. This will lead to over 300 ventures created by the end of 2022, and an equity portfolio of **218** positions. More than **30** additional ventures are expected to be created from Innovation and Entrepreneurship activities in our education programs, such as the Master, Doctoral and Summer Schools. Our Accelerator supported **400+** scaleups in their growth; the total investment raised through private investors by these companies exceeds **€1.2 billion**, with over **€170m** directly facilitated by the EIT Digital Accelerator. In BP2021-2022 support for **84** scaleups is foreseen with **2,500** qualified leads and with an additional **€90m** facilitated investment.

A strong digital economy depends on people and organisations equipped with deep technical competence, strong entrepreneurial skills and agility to act. To this end, EIT Digital develops and engages talents in its selection of schools, offering master and professional level education on the latest digital technologies and on the business opportunities they enable. BP2021-2022 will continue the strong delivery of digital talent through its Master and Doctoral Schools. In 2021-2022 we expect around **600** Master School graduates, an intake of **650** freshmen at our Master School and around **25** graduates from our Doctoral School. Embedded Innovation and Entrepreneurship activities assure the schools to deliver digital talent with an entrepreneurial mindset, which is proven by the strong track record of EIT Digital alumni that have created successful ventures. Increasingly Master School students participate in our innovation activities through internships and venture creation. Up-skilling is one of the focuses of our Summer and Professional Schools centred on key themes aligned with our focus areas and built and executed in close collaboration with our academic and industry partners. The EIT Digital Professional School has a blended model blueprint which combines live face-to-face courses with online modules. In 2021-2022 we will deploy the **10** blended courses in the Professional School portfolio, with an average of **10** participants for each course edition. Our Summer Schools co-locate tomorrow's digital entrepreneurs and innovators during summertime for intensive two-week trainings to jointly tackle societal challenges related to our five focus areas. In 2021, we will run **11** Summer Schools with more than **400** participants (including **90** paying participants). Two of them will be in RIS countries (Estonia and Slovenia). In 2022, **10** Summer Schools will be organised, including three in RIS countries (Estonia, Slovenia, and Portugal). We expect around **500** participants in 2022 (including **200** paying participants).

All EIT Digital activities are concentrated in strategic areas that are essential for European digital sovereignty identified in the EIT Digital Strategic Innovation Agenda¹: digital tech, digital wellbeing, digital cities, digital

¹ EIT Digital has produced the 7-year Strategic Agenda 2021-27, as annex 1 to Partnership Agreement No. PA2021/EIT/EIT Digital, and works with 3-year refinements, hence the Strategic Innovation Agenda (SIA) 2022-24, which is aligned with the most recent update of the Strategic Agenda 2021-27 submitted in March 2021.

industry, and digital finance. Digital tech addresses innovation in core digital technologies key for Europe, being artificial intelligence, cybersecurity and next generation networks. The other areas are focussed on the application of digital technology in crucial domains, addressing challenges and opportunities like the emerging digital platforms for industry, data-driven applications for promoting a healthier lifestyle and more liveable urban environments or the future of finance. As can be seen from BP2021, activities in these domains are increasingly carried out in collaboration with other EIT Innovation Communities, such as EIT Health and EIT Food in the wellbeing domain, EIT Manufacturing in digital industry and EIT Urban Mobility in digital cities.

To build a strong digital Europe, EIT Digital is increasingly engaging in thought leadership initiatives, such as the Makers and Shapers journey²: captains of industry and high-profile startup executives (the Makers) and policymakers from EU Institutions and Authorities (the Shapers) are brought to share their vision on key areas of digital innovation and the way forward to a strong digital Europe. We are also increasingly working on policy recommendations to support the decision makers at European level: following our highly praised policy report on the Digital Transformation of the European industry³, we launched in mid 2020 a new report on European Digital Infrastructure and Data Sovereignty⁴ that received a lot of positive attention, including from the office of President von der Leyen. The next policy report, a European Approach to AI⁵, was launched as a result of the cross-KIC initiative in Artificial Intelligence. The increasing recognition of our organization is also confirmed by the record growth of the EIT Digital's partner network: at the end of 2020 we have **340+** partners versus **257** partners last year and **30** partners 10 years ago. In 2021-2022 we expect a further expansion, by increasing the number of Partners by **15%** annually with a focus on industry, SMEs and RIS countries.

EIT Digital's strong track record on delivering entrepreneurial talent as well as creating and scaling ventures forms the basis for BP2021-2022, which is the next step in the execution of the EIT Digital Strategic Innovation Agenda and will deliver a record number of graduates and ventures. Digital technology has proven to be essential during the COVID-19 pandemic and EIT Digital is at the hearth of digital innovation; BP2021-2022 is a crucial component in accelerating the recovery from the COVID-19 pandemic through inclusive and impactful digital innovation.

Diversity and inclusion are top priorities for Europe and EIT Digital. Since 2017, when the first Gender Balance Action Plan was delivered, EIT Digital has consistently met or exceeded the yearly targets. EIT Digital's strategy aims at promoting gender diversity at all levels of the organization and during the whole employee's lifecycle at EIT Digital: from the first interactions during the recruitment phase, till the engagement and development phases. In 2021-2022 we will further build on the 2020 results, aiming at increasing the percentage of female hires to **60%**, the percentage of women in leadership roles to **35%**, the proportion of female students and graduates to **30%** and the one of entrepreneurs to **40%**.

EIT Digital is strongly connected with the other EIT Innovation Communities and is very active in most of the cross-KIC initiatives. We operate the EIT House in Brussels, the EIT Hubs in the UK and in Silicon Valley, we lead a strategic activity on Artificial Intelligence and the joint initiative with the European Commission, part of the Digital Education Action Plan, to teach cybersecurity to primary and secondary school teachers. On top of that, we lead a cross-KIC Thematic Innovation Activity with EIT Health aiming at raising awareness and combatting child obesity, a topic with an increasing social and societal relevance in Europe and beyond. Moreover, in 2021-2022, EIT Digital will lead the cross-KIC Shared Services cluster and will be the lead KIC in the EIT-EIC (European Innovation Council) pilot which aims at testing new collaboration mechanisms between the EIC and the EIT Innovation Communities. This promising partnership will broadly strengthen the European support for innovation and entrepreneurship. In line with the EIT's objective of increasing the innovation capacity of Higher Education Institutions in Europe, EIT Digital will support, as part of the Higher Education Capacity Building cross-

² <https://www.eitdigital.eu/makers-shapers/>

³ <https://www.eitdigital.eu/fileadmin/files/2019/report/Digital-Transformation-of-European-Industry-Summary.pdf>

⁴ <https://www.eitdigital.eu/fileadmin/files/2020/publications/data-sovereignty/EIT-Digital-Data-Sovereignty-Summary-Report.pdf>

⁵ <https://www.eitdigital.eu/fileadmin/files/2020/publications/EIT-Digital-Artificial-Intelligence-Report.pdf>

KIC initiative, more European universities (at least 25 in 2021-2022) in deploying I&E education and, as a result, increase their innovation capacity.

EIT digital is also well connected and engages with several EU programmes, pursuing two major objectives: supporting the execution of our strategy by actively scouting actors and cooperation opportunities to complement our efforts in core activities and reinforcing our leadership in the digital transformation of Europe by engaging in strategic discussions with other relevant organisations and instruments.

EIT Digital’s ambition is to keep a stable level of investment despite the decreasing EIT financial support. EIT Digital is therefore further developing its sustainability strategy to generate income to be reinvested in impactful activities. Our sustainability strategy is based on several components: co-investment from partners, income generation, the construction of assets mainly through an equity portfolio, as well as collaboration with innovation instruments at the EU, national and regional levels. The overall sustainability approach shows steadily increasing results in all areas, except for income generation which was growing, but got severely hit by the COVID-19 pandemic. The total co-investment from partners raises from **€18m** in BP2020 to nearly **€60m** in BP2021-2022. The equity portfolio will grow by **80%** by the end of 2022 with respect to the end of 2020.

As mentioned, the COVID-19 pandemic reduced considerably the anticipated income in 2020. Especially the Accelerator and the education programmes were severely hit. Several measures, however, will make the BP2021-2022 to see an improvement of at least **50%** of income in 2021 with respect to 2020 and a further **30%** growth in 2022. Although EIT Digital must cope with both the impact of the COVID-19 pandemic as well as with the reduced financial support from the EIT, the underlying strength of EIT Digital is shown through the fact that it is able to sustain its operations in BP2021-2022 at a total KAVA level of more than **€127 m**.

Investments Overview

The total KAVA for 2021-2022 is **€127,88m⁶**. Budgets, activity details and WP descriptions of cross-KIC activities and Higher Education Capacity Building Initiative are included in dedicated proposal documents. This document focuses specifically on the KIC core BP and on the cross-KIC Thematic Innovation activities and addresses €106m KAVA investments. The breakdown per WP is given in Table 1.

Table 1: Summary of 2021 – 2022 budget

	EIT Contribution	Partner own resources	Total (€)
1. Education	12.525.513	9.285.100	21.810.613
2. Innovation and Research	22.313.440	31.350.074	53.663.514
3. Entrepreneurship	1.739.000	3.501.973	5.240.973
4. EIT RIS	8.400.741	3.412.633	11.813.375
5. Management, Communication	9.576.290	1.842.768	11.419.058
6. Cross-KIC - TI	2.043.718	478.112	2.521.830
Total	56.598.703	49.870.660	106.469.363

⁶ The total KAVA accounts for Cross-KIC activities and Higher Education Capacity Building Initiative, which are budgeted in separate proposals.

Implementation of the KIC Multiannual Strategy in 2021-2022

EIT Digital is about building a strong Digital Europe through creating world players in areas strategic for Europe and thus contributing to European Digital Sovereignty fully aligned with the top priorities of the European Commission. This is done by building and scaling ventures and by breeding and up-skilling talents to equip them with both the digital and entrepreneurial skills needed. EIT Digital decided to further accelerate its venture creation activities and complete its stand-up, start-up, scale-up innovation funnel, which is implemented in Business Plan 2021-2022.

Our multiannual strategy is guided by the EIT Digital SA 2021-2027, which is further operationalized in 3-year refinements, EIT Digital Strategic Innovation Agenda 2020-2022 (SIA 2020-2022) and EIT Digital Strategic Innovation Agenda 2022-2024 (SIA 2022-2024) with an increased focus on the digital transformation of key sectors of our society and further strengthening of our organization in terms of impact, sustainability, diversity and outreach.

All our activities are concentrated in strategic areas that are essential for European digital sovereignty identified in the SIA 2020-2022 and 2022-2024: digital tech, digital wellbeing, digital cities, digital industry and digital finance.

The impact of EIT Digital is best understood by considering the three pillars of our organisation (ecosystem, entrepreneurial education, innovation & entrepreneurship) and their contribution to the five focus areas.

EIT Digital has a growing, open ecosystem of over **340** partners at the end of 2020, vs **257** partners in 2019 and **30** partners 10 years ago. In 2021-2022 EIT Digital will further grow its ecosystem to **450** partners. With the addition of new satellite locations in Tallinn (Estonia), Athens (Greece) and Ljubljana (Slovenia) the total number of Co-Location Centres, Satellites and offices will reach **21**, in **13** European countries. Our expansion strategy is putting a strong emphasis on RIS countries, with a full and seamless integration of RIS countries into our Node ecosystem. In 2021-2022 **180** partners from **17** RIS countries will be part of our ecosystem with a growing engagement in our innovation and education activities, driving impact, sustainability and operational excellence.

In terms of synergies with other instruments and cross-KIC collaboration, 2020 was an extremely successful year: EIT Digital engaged in **10** different cross-KIC activities selected for BP2020 and has been leading new initiatives such as the EIT-EIC pilot which aims at testing new collaboration mechanisms between the EIC and the EIT Innovation Communities. EIT Digital is also a strong contributor to the EIT program supporting the Next Generation EU (EIT4NGEU program) which will empower the EIT Community to deploy a comprehensive innovation program focussing on a resilient Europe acting in technological sovereignty serving European citizens in an inclusive manner through its vast pan-European ecosystem.

In 2021-2022, we will further intensify our cross-KIC collaboration efforts, by leading the newly launched cross-KIC Shared Services initiative and actively engaging in all the 5 cross-KIC strategic themes, in the Higher Education Capacity Building Initiative and in the 3 Thematic Innovation cross-KIC activities. As part of the Cross-KIC Access to Finance, we will lead the implementation of the EIT-EIC pilot with EIT Health, EIT InnoEnergy and EIT Climate-KIC started in 2021. We will continue operating the EIT House in Brussels, the EIT Hubs in Silicon Valley and UK on behalf of the EIT Community; as part of the cross-KIC Strategic Education we will ensure a strong positioning of EIT and the KICs in the Digital Education Action Plan 2021-2027 and we will further develop the cross-KIC AI strategy as part of cross-KIC Strategic Synergies.

EIT Digital will amplify its "gender diversity action plan" to support the EIT Digital strategy. Our goal is to Attract, Engage, Develop, and Support women in the EIT Digital ecosystem. We plan to have **+10%** females in external hires and to promote women in management roles (**50%** of new vacancies); to this end we will also implement

a women development program. We will foster women in our digital network and support women's network community building. We will deploy gender diversity awareness trainings for all managers and offer mentors to female employees.

1. Excellence regarding the KIC's Strategic Agenda 2021-2027

1.1 Objectives and ambitions

In line with the EIT Digital Strategic Innovation Agenda⁷, we concentrate our deep tech investments in five focus areas: Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing, and Digital Finance. These strategically chosen areas have strong European relevance and leadership potential.

The areas Entrepreneurial Education (WP 1), Innovation and Research (WP 2), and Entrepreneurship (WP 3), all contribute to these five focus areas in their own way:

- Entrepreneurial Education is about breeding T-shaped entrepreneurial digital talent focused on innovation through a blended Education strategy that includes a Master School, an Industrial Doctoral School, a Professional School, and a Summer School
- Innovation & research is about the market uptake of research-based digital technologies (deep tech) mostly through venture creation
- Entrepreneurship is about the scaling up of digital ventures to build dominant industry players in digital

The development of a sound financial sustainability strategy is key for EIT Digital in order to generate income to be reinvested in impactful activities and ensure the long-term development of the organization. Our sustainability strategy is based on several components: co-investment from partners, income generation, and the construction of assets mainly through an equity portfolio. The overall sustainability approach for the innovation and education pillars shows steadily increasing results and ambitions as described in the following sections. At the ecosystem level, the Membership Fees will be increased by 30% in 2022-2024 (10% annually) for all partner categories (as detailed in annex IV) and, together with the increased size of the partnership, will drive a yearly income of €3.5m. In addition, the total co-investment from partners raises from €18m in BP2020 to nearly €60m in BP2021-2022. At a national and regional level, the establishment of new Satellite locations (including new EIT RIS Hubs) fully financed by Partners or national and regional governments and funding authorities) will drive €1m non-EIT financial support to EIT Digital. Lastly, EIT Digital is actively engaging with other EU programmes supporting the development of its ecosystem, in particular the European Digital Innovation Hubs (EIT Digital is part of 15 calls in the countries where it operates) part of the Digital Europe Programme and Horizon Europe Pillar II. These initiatives will drive €1.5m non-EIT financial support to EIT Digital.

Entrepreneurial Education

EIT Digital strongly believes in T-shaped talents equipped with both solid technical knowledge to develop and access the value of technology, and the necessary entrepreneurial and business skills to spot opportunities, understand market needs and capitalize on them. All EIT Digital education programmes have this approach as a core ingredient. Additionally, innovators need to be effective in today's open innovation ecosystems, which require organizational and geographic mobility. EIT Digital focuses on the digital high-end degree education for master and doctoral graduates and high-level professionals. Students learn the digital skills from an

⁷ EIT Digital has produced the 7-year Strategic Agenda 2021-2027, as annex 1 to Partnership Agreement No. PA2021/EIT/EIT Digital, and works with 3-year refinements, hence the Strategic Innovation Agendas 2020-2022 and 2022-2024, which are aligned with the most recent update of the Strategic Agenda 2021-2027 submitted in March 2021.

entrepreneurial perspective and integrate technical competencies in key digital areas with business model thinking.

The recent COVID-19 pandemic has also demonstrated that online education is becoming increasingly popular and effective. Our vision is that higher education programmes will gradually embed online elements in their on-campus programmes. EIT Digital partner universities have demonstrated flexible and agile capabilities to adapt their education to an online format during the pandemic. Our network of universities is now well prepared to continue this approach and offer blended education as part of the EIT Digital entrepreneurial educational offering, which includes EIT Labelled Master programmes, EIT Digital Doctorate programmes, EIT Digital Certified Professional education, and EIT Digital Summer School education. The offering is delivered through the 4 Schools belonging to the EIT Digital Entrepreneurial Academy:

- The EIT Digital Master School offers 7 EIT Labelled programmes which seek to leverage the expertise of EIT Digital partner universities to propose an education offer that can enable T-shaped engineers to drive innovation and reduce time-to-market. The impact of these programmes on key strategic areas of Europe’s digital transformation is expected to be considerably more immediate than the one of traditional, technology-focused programmes.
- The EIT Digital Doctoral School offers market-focused industrial doctorates aiming at breeding T-shaped talents, who will have the potential of becoming tomorrow’s innovation leaders. At the Doctoral School, the PhD candidates work at one of the 11 Doctoral Training Centres (DTCs) located in EIT Digital Co-Location Centres across Europe on research topics aligned with EIT Digital’s focus areas. Next to the core market-driven technology research, the doctorates include hands-on I&E education and international mobility.
- The EIT Digital Professional School offers short courses in a blended model blueprint that combines live face-to-face courses with online introductory modules. Through its topical course contents and suitable blended formats, the EIT Digital professional education supports the digital skills upskilling that is aligned to labour market needs and high-priority digital development objectives of working professionals and executives.
- The EIT Digital Summer Schools offer intensive two-week trainings to tomorrow’s digital entrepreneurs and innovators, where they can tackle societal challenges related to EIT Digital’s focus areas (with real cases proposed by EIT Digital industry partners). The Summer School is a mandatory component of the EIT Digital Master Programme, but it is also open to external students and professionals.



Figure 1. EIT Digital Education model. The Summer School is embedded in Master School education.

In 2021-2022, EIT Digital aims to achieve a major impact in entrepreneurial education across Europe, fostering the development of entrepreneurial skills and competences of a wide target group, including master and doctoral graduates as well as digital entrepreneurs, innovators, and high-level professionals. To reach this goal, the objective and strategic priorities of our Schools will be the following:

- The EIT Digital Master School aims to achieve an intake of more than 2,400 eligible applicants for the 2021 and 2022 cohorts and to recruit 650 new students, while at the same time reducing the cost per student, by making a more efficient use of the scholarships and by optimizing tuition fee waivers. Meanwhile, the revision of the programme portfolio will continue, as we plan to engage partners in discussions regarding new, innovative formats for EIT-labelled Master programmes with a view on meeting the educational needs of the workforce. In addition, we will work on the creation of an endowment to support the scholarship programme and ensure the long-term sustainability of the Master School. An example is the external endowment agreement signed in 2021 with the Italian Fondazione Cassa Depositi e Prestiti, who will award full tuition fee waivers and monthly living allowance to the top 20 Italian students in cohort 2021. The financial aid tools made available to students were also further improved in 2021, as we have set up a fee deferral payment scheme under the recently signed guarantee agreement between EIT Digital and the European Investment Fund (EIF). This tool, in addition to the internal scholarship programme, is expected to further boost the Master School recruitment in the next few years. Over the past years EIT Digital has also managed to continuously improve its integration approach between education, research, and business (ERB integration approach) and develop a coordinated approach between Education and Innovation activities, fostering business creation among students. In 2021-2022 the goal is to continue strengthening this approach, for example by providing Master School students an increasing number of business cases from EIT Digital industry partners and Innovation activities and more than 100 internship opportunities per year at EIT Digital partners and start-ups/scale-ups from the EIT Digital ecosystem and by providing
- The EIT Digital Doctoral School will focus on continuing the support to the PhD candidates hired over the past few years in 2021-2022 and beyond, while at the same time evaluating the implementation of different working schemes for the future to improve EIT Digital's financial sustainability and assure a better ROI and long-term engagement of the current partners. At least 25 PhD candidates are expected to graduate in 2021-2022 at the Doctoral School. The deployment of the I&E programme for PhD candidates will continue. In 2021-2022 we expect to finalise the hiring process for 6 new PhD candidates for PhD position proposals that were approved in 2020. However, no additional PhD proposals will be considered for the time being since we are evaluating new funding schemes. An example is the recent partnership between EIT Digital and the Scottish Informatics and Computer Science Alliance (SICSA) in the Saltire Emerging Researcher Scheme. Through this scheme, EIT Digital has secured funding from the Scottish Funding Council to sponsor the international geo-mobility in 2022 of approximately 10 EIT Digital PhD candidates.
- The EIT Digital Professional School will maintain the existing portfolio of 10 short courses in a range of topics related to digital technology, infrastructure and transformation. These courses participate in the three-year commitment for collaboration, along with cost and revenue sharing models for exploitation. In cooperation with knowledge partners, the content and delivery mode will be made as attractive, topical and appropriate as possible for the target audience. In 2021-2022, we plan at least an edition for each course. We expect a total of at least 150 participants. A path to be privileged will be approaching the business-to-business market and EIT Digital partners with tailor-made content to meet their specific learning needs. The content will be sourced from the current courses and curated with the existing knowledge partners.
- The EIT Digital Summer School will coordinate and support the execution of a total of 21 summer schools in 2021-2022, while also focusing on extending its offer to the US market and increasing the engagement of the EIT Digital industry partners. The Summer School will also further improve its financial aid tools by setting up a fee-deferral payment scheme under the recently signed agreement between EIT Digital and the European Investment Fund (EIF). In 2021, due to the COVID-19 pandemic, the summer schools were adapted to an online format; 11 summer schools will be executed, attracting more than 400

participants, including 90 paying external participants. In 2022, 10 Summer Schools will be run with more than 500 expected participants (including 200 paying participants). Three of the 2022 summer schools will be in RIS countries (Estonia, Slovenia and Portugal).

Innovation and Research

It is our belief that Europe needs to (1) build ventures by bringing research results out of the labs and into the market (2) scale its existing start-ups to create dominant industry players. These objectives drive the areas “Innovation & Research” and “Entrepreneurship” that we steer via an integrated funnel of ventures (Figure 2). We build and scale ventures and breed and up-skill talents to equip them with both digital and entrepreneurial skills needed. EIT Digital decided to further accelerate its venture creation activities and complete its stand-up, start-up, scale-up innovation funnel, which is

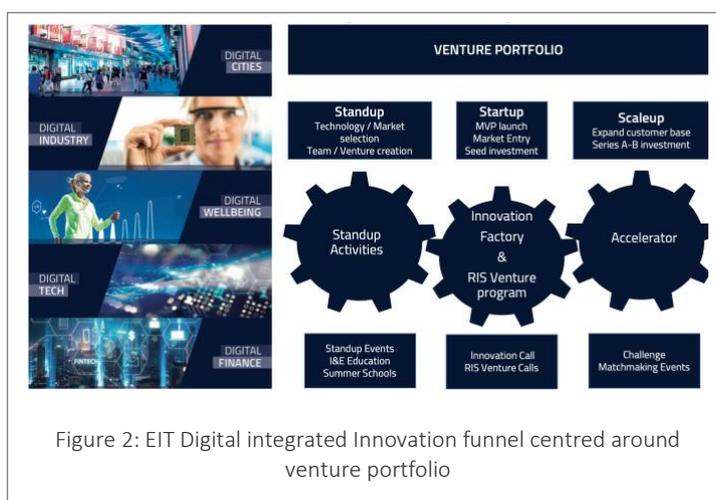


Figure 2: EIT Digital integrated Innovation funnel centred around venture portfolio

implemented in the Business Plan 2021-2022. All our activities in area ‘Innovation and Research’ and in area ‘Entrepreneurship’ are part of this concerted effort. These activities are centred around our venture portfolio and contribute to its sourcing. The Innovation Factory creates ventures from open innovation activities carried out by the EIT Digital Partnership. This is complemented by the RIS Venture Program, and Innovation and Entrepreneurship activities in the education programmes (including our business-oriented Summer Schools).

The funnel has instruments that help driving ventures through the various stages of their development, from stand-up, via start-up to and beyond scaleup phases. In the early stand-up phase, MVPs are launched, and ventures are created supported by pre-seed financial support from EIT Digital, but also from private investors, as EIT Digital is making investor engagement a priority for its innovation funnel. In the start-up phase, the new ventures enter the market and gain initial traction. Seed investment is facilitated by matching portfolio start-ups with angel and early-stage investors in and around the EIT Digital ecosystem. In the scale-up phase, ventures grow by fast customer acquisition and via further, Series A and B financing. The EIT Digital Accelerator propels the ventures forward by supporting international customer acquisition and by matching them to corporate investors. The Accelerator provides its services on business terms, both to scale-ups emerging from the EIT Digital venture portfolio and to other European deep tech scale-ups sourced through our continuous efforts and our flagship scale-up competition, the EIT Digital Challenge.

In 2020-2021, the Innovation Factory has seen a record interest for its activities by organizations from 25 European and H2020/HE associated countries. With this instrument, we collect a large pool of proposals, with the involvement of a high number of new partners, via our broadly advertised annual open call. Independent experts thoroughly review proposals, based on which our portfolio of next year’s innovation activities is built. We select activities that have a high economic or societal impact and significant contribution to EIT Digital’s sustainability. An innovation activity targets either (i) venture creation or (ii) venture boost or product launch. For 2021-2022, EIT Digital strategically decided to favour venture creation, with the ambition of having in the final portfolio 70% of venture creation activities. In addition, a few, ambitious, strategically designed, entrepreneurial activities, codenamed AAA activities, complement the portfolio. Innovation activities bring innovations out of the labs and into the market in record time (typically 12 months) via agile development methodologies with a committed scrum team working in short, successive development cycles, orchestrated by an EIT Digital Innovation Leader. Each activity is an entrepreneurial innovation project between a few partners that bring research results into deep tech products targeted at well identified customer segments. Each activity

runs like a venture, with a business champion committed to go-to-market. In most cases, a customer is involved in the activity from the beginning.

In area ‘Innovation and Research’, we have delivered tangible results.

Our broadly advertised open ‘EIT Digital 2021’ and ‘EIT Digital 2022’ calls attracted 250 submissions in the Innovation Factory. This large amount of submissions despite the pandemic is a result of the quick adaptation of our ecosystem and it shows the power of our all-digital approach. The high number of submissions guarantees a strong competition and a high impact of the selected portfolio. As a result of our particular emphasis on the entrepreneurship aspect and venture creation, 127 submissions were willing to create a start-up as an outcome of the innovation activity. There were 156 submissions involving new Partners, which confirms the success of our open call and our will to serve the whole of Europe. From the above submissions, EIT Digital has selected a compelling and impactful innovation portfolio in the BP2021-2022, consisting of 69 innovation activities (including 4 AAA activities and 3 RIS activities), of which 43 will create a start-up (and a product) and 26 will launch a product. 147 partners, of which 120 from the industry, will be working in 66 innovation activities resulting from the open call 2021-2022. Among these, 84 are new partners, who will be working in 51 innovation activities in 2021-2022.

The success of our innovation portfolio in 2021-2022 is measured by 79 EIT KPIs reflecting the number of products or processes launched on the market (out of which 74 KPIs refer to the 2021-2022 activities and additional 5 multi-year tracking KPIs delivered by past activities in the 2021-2022 timeframe) and 45 EIT KPIs reflecting the number of start-ups created as a result of innovation activities (out of which 43 KPIs refer to the 2021-2022 activities and additional 2 multi-year tracking KPIs delivered by past activities in the 2021-2022 timeframe). This steep growth is the result of executing on our strategy to support venture creation as an impactful innovation vehicle, and equity as a sustainability mechanism. The evolution of these KPIs (including

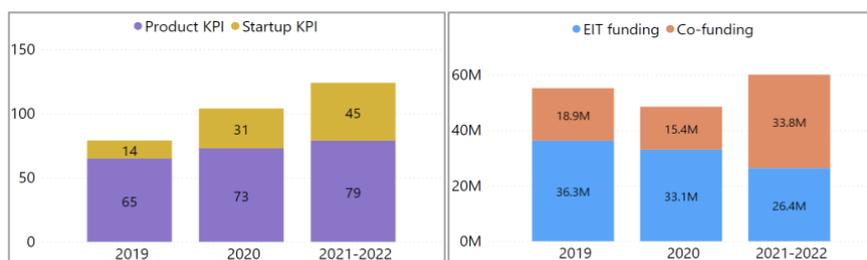


Figure 3: KPIs and KAVA evolution for area ‘Innovation and Research’ from 2019 to 2022: EIT Digital is increasingly entrepreneurial and uses EIT financial support efficiently.

multi-year tracking KPIs monitored from past years and reported in year N) and the KAVA of the Innovation & Research area through the years is pictured in Figure 3. We observe that EIT Digital is using the EIT financial support efficiently and delivers more entrepreneurial KPIs.

The financial sustainability is a key priority of EIT Digital. It is integrated in each innovation activity with the requirement to provide a mechanism to contribute to the KIC’s sustainability. Our sustainability strategy is based on several components: co-investment from partners, income generation and construction of strong assets through the equity portfolio.

The sustainability of our innovation portfolio through equity in ventures that we create is at the heart of our strategy (Figure 4). By the end of 2020, EIT Digital acquired 123 equity positions - including 40 in start-ups created out of innovation activities in 2018-2020; 64 from the EIT Digital Venture Program in RIS countries; 19 from EIT's crisis response initiative, an effort by EIT in 2020 dedicated to fighting back the COVID-19 pandemic. On top of these equity positions, in 2021-2022, 45 new equity positions will be created from the venture activities in the Innovation Factory and 50 new equity positions will be created by the RIS Venture Program, **totalling 218 equity positions for EIT Digital by the end of 2022**. The overall valuation of the portfolio companies is steadily growing: from €116m at the end of 2020, the EIT Digital equity portfolio companies will reach an overall valuation of €257m at the end of 2022. Accordingly, the EIT Digital equity share on these companies will grow up to €32.6m. Several companies part of the portfolio have already attracted investors and customers and therefore EIT Digital can already explore opportunities to monetize some of its equity positions in 2022 to reinvest the income in impactful activities.

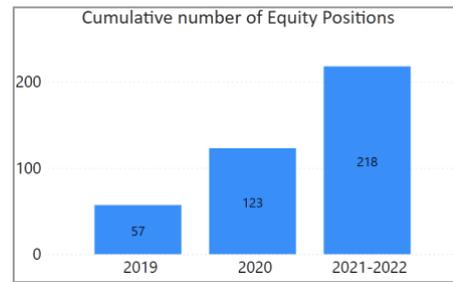


Figure 4: Cumulative number of expected EIT Digital equity positions from 2019 to 2022 in ventures created out of innovation activities, and in RIS regions with the EIT Digital Venture Program.

Aligned with our sustainability strategy, in 2020-2021 we launched an action plan for engaging with investors in our Nodes to support our ventures. As a result, as of mid-2021, over €1 million is committed in co-funding by private investors in 2022 innovation activity ventures. This is a strong result of our investor engagement efforts to diversify the sources of funding for our innovation activities.

The examples below are some of the highlights of entrepreneurial innovation activities in BP2021-2022 for each focus area:

The examples below are some of the highlights of entrepreneurial innovation activities in BP2021-2022 for each focus area:

- Digital Tech: *'ELT-S Location Transmitter Survival'* is a start-up creation activity aiming to improve success rate of search and rescue missions by using advanced portable emergency locator transmitters. The product is initially addressed to the helicopter segment, and will be extended in aviation, maritime, military and drone sectors.
- Digital Industry: The new venture incorporated as an outcome of the *'Blockchain-based Tracing and Tracking (B2T2)'* activity considers producers of goods and logistic operators, which use independent Tracing and Tracking (T&T) systems to ensure quality to consumers. B2T2 will connect T&T islands through blockchain federation and integration, offering a complete and transparent view from the product origin to destination.
- Digital Cities: The *'Neighbourhood Drop-Off'* venture creates a platform to support a citizen-based network of alternative delivery addresses to use when the recipient of a parcel is not available, thus, avoiding multiple delivery attempts, optimizing the process, decreasing delivery costs and reducing the polluting traffic.
- Digital Wellbeing: The new start-up to be established by *'GARMENT'* will offer modular gaming wearables that can be programmed to transform any game or app into an engaging physical exercise for the wellbeing of the youth. These modules can be placed on different parts of the body to monitor movements, displacement and posture, and keep track of the physical activities.
- Digital Finance: The activity *'Create the augmented asset manager using state-of-the art machine learning methods'* and its new venture leverage on advanced techniques in artificial intelligence to help asset managers to efficiently process large amount of unstructured data and make the best decisions according to market conditions.

Entrepreneurship

In the area 'Entrepreneurship', our primary focus is to provide growth support for European deep tech scale-ups with the motto 'from venture to dominant industry player'. This addresses an important European challenge

of building dominant players in the digital space, which can shape the global digital markets and positively impact growth and employment in Europe. By the end of 2021, 20 of the EIT Digital Accelerator alumni have become Centaurs, companies with a valuation above €100m. Their collective valuation is €2.8 billion (+50% with respect to 2020), and they have over 2800 employees (+53% with respect to 2020). Our distributed team of business developers and access to finance specialists in the EIT Digital Nodes provides hands-on support to deep tech scale-ups, leveraging on direct access to a pan-European network of over 800 corporate customers and over 500 private investors (venture capital and corporate venture). The EIT Digital Accelerator integrates Access to Market, Access to Finance and the EIT Digital Challenge activities:

- Access to Market (A2M) is providing ‘international customer readiness’ support and facilitating scale-up introductions to corporate decision makers across all European markets with the purpose of enabling international deal making.
- Access to Finance (A2F) is providing ‘international investor readiness’ workshops and support the scale-ups to get connected with investors and raise international fundraisings rounds between €2 million and €20 million (A-B rounds).
- The EIT Digital Challenge is the EIT Digital Accelerator’s pan-European competition to identify the most promising deep tech scale-ups in Europe (Horizon Europe eligible countries), that are ready to scale up their businesses internationally.

In 2020 and first half of 2021, COVID-19 has had an impact on the Entrepreneurship segment of EIT Digital, on the intake of scale-ups and on sustainability. This is due to a number of scale-ups managing cash-out expenses cautiously, and both corporate buyers and investors slowing down their investments in scale-ups. Nonetheless, the EIT Digital Accelerator has succeeded to achieve a growth portfolio by signing up European scale-ups which pay fees to be accelerated internationally. In 2020, we surpassed the mark of 100 signed scaleups in this growth portfolio, thereby validating our business model and contributing to our sustainability. The total investment raised through private investors by EIT Digital supported companies exceeds €1.2 billion, with over €170m directly facilitated by the EIT Digital Accelerator (Figure 5). The quality of the scale-ups admitted to the EIT Digital Accelerator has been growing to an average revenue of €1.5m.

In 2021-2022, we are working towards a full recovery of the Accelerator delivery. The EIT Digital Accelerator will keep growing the quality of the admitted scale-ups and will support a total of 84 scale-ups. The majority of scale-ups are admitted in the Accelerator throughout the year, in a stage gated admission process, where due diligence on their background is performed, deep tech quality and growth potential are confirmed, and alignment with EIT Digital focus areas is guaranteed. To contribute to the EIT Digital’s sustainability strategy, scale-ups that benefit from the services of the Accelerator compensate EIT Digital for the provisioning of these services in the following way: a base fee of 48k€ per year is paid for the access to the base Accelerator services. For each deal facilitated via the A2M service, a variable success fee of up to 10% of the deal value will be added to the base fee. For each investment deal facilitated via the A2F service, a success fee of 2% on the fundraising will be applied. In the calculations, a ‘reimbursement percentage’ has been introduced to account for the

likelihood that some scale-up companies will ultimately not be able to pay the fees and to reflect that in some cases only a part of the transaction has been influenced by the EIT Digital Accelerator. The current expectation is to sell the Accelerator services to more than 45 new companies in 2021-2022, and to support an overall portfolio of 84 scale-ups. The number of A2F investments is expected to increase to a total of €100m with an average deal size of around €5m. In 2021-2022, we expect to invoice €3m to the scale-ups and to receive €2m in total income.

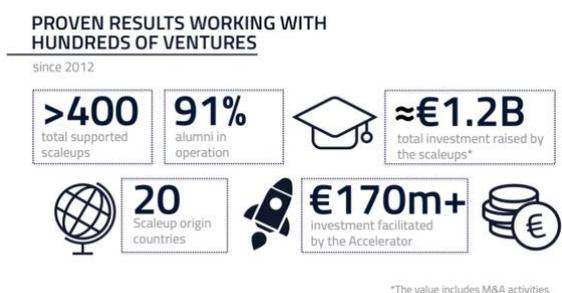


Figure 5: The EIT Digital Accelerator has a strong track record.

In addition, in 2021-2022, led by EIT Digital, a new pilot between the EIC (European Innovation Council) and the EIT is planned. Specifically, the pilot will facilitate the Accelerator admission of DeepTech companies who have already received funding from the EIC. Conversely, the EIT Digital supported scale-ups may benefit from the EIC funding. This promising partnership will broadly strengthen the European support for scale-ups, both in funding and in business development.

As the EIT brand is increasingly recognized and the reputation of EIT Digital is growing, we are spontaneously attracting new scale-ups that apply to enter the EIT Digital Accelerator. The EIT Digital Challenge is one of the strong sourcing mechanisms of the EIT Digital Accelerator. In 2021, we have attracted a record number of 409 submissions, despite the COVID-19 context, from 33 countries (Figure 6). Since its launch in 2014, the EIT Digital Challenge has received an impressive grand total of 2900 applications from 35 countries. While it initially targeted start-ups, the EIT Digital Challenge has evolved to become Europe's flagship competition for deep tech scale-ups in digital. In 2021, the average scale-up applicant has €1.1m in revenues in its last fiscal year, has raised €3m of funds, and employs 18 people.

Particular attention is paid to attract Women entrepreneurs through targeted sourcing, in campaigns aimed at identifying women led scale-ups to join the Accelerator. This resulted in a record-breaking number of 163 (40%) female founder/CxO led scale-ups applying to the Challenge 2021. This improvement is thanks to our targeted efforts to promote women entrepreneurs, including targeted outreach to women-led scale-ups and marketing campaigns prominently featuring female entrepreneurs.

Our Accelerator is also gaining recognition among entrepreneurs and receiving awards. The EIT Digital Accelerator has been recognized as a world's top public Business Accelerator as assessed by UBI Global in their World Benchmark Study⁸ and has been recognized as one of the top 3 accelerator brands in Europe, according to Startup Heatmap Europe⁹.

1.2 Methodology

In 2021-2022, the activities composition for the EIT Digital Innovation Factory and Entrepreneurial Academy is based on the open calls for proposals, respectively branded 'EIT Digital 2021' (March 5 – May 7, 2020) and 'EIT Digital 2022' (April 6 – May 12, 2021) and publicly advertised on our internet page as well as in social media channels. Interested education and entrepreneurial teams composed of organisations from across the EU and the Horizon Europe associated countries could submit their proposals for the Innovation Factory and Entrepreneurial Academy to launch or boost digital deep tech ventures and products or to participate to EIT Digital education offering.

The results were impressive: the two broadly advertised open calls attracted 250 submissions to the Innovation Factory and 77 submissions to the Entrepreneurial Academy in 2021-2022. This large number of submissions despite the COVID-19 pandemic is a result of the quick adaptation of our ecosystem and it shows the power of our all-digital approach. The high number of submissions guarantees a strong competition and a high impact of

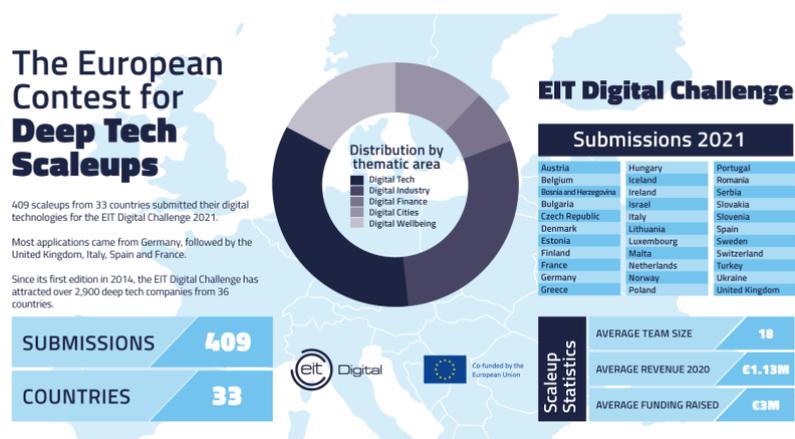


Figure 6: The EIT Digital Challenge established a new record in 2021 with 409 applications; it is today established as the flagship European competition for digital deep tech scaleups.

⁸ <https://www.eitdigital.eu/newsroom/news/article/eit-digital-accelerator-awarded-as-a-world-top-public-business-accelerator/>

⁹ <https://www.eitdigital.eu/newsroom/news/article/eit-digital-accelerator-recognized-as-4-top-accelerator-brand-in-europe/>

the selected portfolio. As a result of our particular emphasis on the entrepreneurship aspect and venture creation, 127 submissions were willing to create a start-up as an outcome of the innovation activity. There were 156 submissions to the Innovation Factory involving new partners and 16 submissions to the Entrepreneurial Academy involving new partners. These figures confirm the success of our open calls for proposals and our will to serve the whole of Europe. An increasing participation of organisation from RIS countries was also registered. For example, more than 40% of the proposals submitted to the open call 'EIT Digital 2022' for organisation of Summer Schools were from universities and organisations from RIS countries (namely 7 out of 17 proposals were from organisations based in Estonia, Latvia, Portugal, and Slovenia).

From the above submissions, EIT Digital has selected a compelling and impactful innovation portfolio in the BP2021-2022, consisting of 69 innovation activities (including 4 AAA activities and 3 RIS activities), of which 43 will create a new venture (and a product) and 26 will launch a product. 147 partners, of which 120 from the industry, will be working in 66 innovation activities resulting from the open calls 2021-2022. Among these, 84 are new partners, who will be working in 51 innovation activities in 2021-2022.

As for the Entrepreneurial Academy, the call 'EIT Digital 2021' was opened for the Master School (new entry or exit universities and blended I&E activities), Professional School (new professional courses), and Summer School (organisation of summer schools). The 'EIT Digital 2022' call was opened for Master School (blended I&E activities), Professional School (new professional courses and deployment of existing professional courses) and Summer School (organisation of summer schools). From the submissions to the two open calls, we selected a comprehensive portfolio of 21 Summer Schools for BP2021-2022 (11 Summer Schools to be executed in 2021, 10 Summer Schools to be executed in 2022), with a balanced geographic and thematic distribution across European countries and EIT Digital's focus areas. Among these 21 summer schools, 5 will be organised by partners from RIS countries. From the submitted proposals, EIT Digital has also shortlisted 5 proposals for the improvement of its current I&E blended contents and modules for Master education and 1 proposal for content development and execution of the I&E seminars for Doctoral students. The 'EIT Digital 2021' and 'EIT Digital 2022' calls were also open to proposals focusing on the development of new courses for the Professional School. However, a careful appraisal concluded that bringing another set of new courses to the existing and comprehensive portfolio of 10 courses was not appropriate. None of the 22 received proposals presented a complete alignment with the outlined criteria and contributed strategically to the strengthening of the existing Professional School portfolio. The Professional School will therefore seek to negotiate alternative new partnerships and cooperation agreements with proposers from the two open calls with the objective of building a sustainable and coherent professional learning offering while reaching timely and mutually beneficial relationships with partners.

The submitted proposals to the two open calls (in line with the submission guidelines) were reviewed according to the selection criteria described in the respective call documents and followed the evaluation process with its three gates:

1. Individual expert review: First, the impact of the submitted proposals was assessed according to the key selection criteria by independent experts with technical and investor background (proposals submitted to the Innovation Factory) or with academic and entrepreneurial education background (proposals submitted to the Entrepreneurial Academy). The key selection criteria for proposals submitted to the Innovation Factory included evaluation of the proposed technical solution for an important problem with a clear economic/societal impact in Europe, market potential, venture profile and additional cash investment. For the Entrepreneurial Academy, the main selection criteria were strategic importance, market relevance, alignment with EIT Digital's focus areas and contribution to EIT Digital's financial sustainability. The independent experts provided textual comments on each proposal to explain their individual assessments and underline their recommendations for the review gate.

2. Expert review gate: In early June, experts came together to discuss proposals based on their individual assessments and to reach a consensus evaluation on each proposal's potential, which integrated and superseded the individual review.
3. Management Committee gate: Lastly, in mid-June, the Management Committee of EIT Digital analysed the review gate outcomes in order to assign the final placement of each proposal and build a strong strategic portfolio of innovation activities with high economic or societal impact and significant contribution to the EIT Digital's sustainability.

All meetings were supported by business analytics to visualize all relevant aspects of each proposal and the portfolio composition. In late June, the proposers received detailed feedback on the review and decision results. In addition to the activities selected through the open calls, the Innovation portfolio is complemented by a few ambitious AAA activities designed to tackle a strategically important topic identified by EIT Digital as a breakthrough solution to a concrete market problem. These specific activities are designed with a 3-year vision and follow an annual stage gated evaluation driven by the EIT Digital's Management Committee. 2022 is expected to be the final year of the AAAs execution.

When it comes to monitoring the impact and sustainability of its Activities EIT Digital has developed a set of financial and impact KPIs that have been defined for the period 2021-2024 by the EIT Digital management following a business logic with clear responsibility and accountability at Node and Pillar level. KPIs are tracked in dashboards on a monthly basis following a monitor & act approach. In addition, an in-depth session per Node and per Pillar is organized every quarter to ensure that corrective actions can be taken timely. The full list of KPIs includes: number of Partners in the Node and related income from Membership Fees (with a target of increasing the KIC partnership to over 400 partners, driving a total of more than € 4M income from membership fees), non-EIT financial support attracted to support Node, CLC and Satellite's operations (with a total target income of € 3M/year), Equity acquisition in start-ups associated to the Node (with a target of at least 5 startups created per Node from the EIT Digital Innovation Factory and other 5 from the RIS Venture Program in 5 Nodes), investment attracted by VC investors associated to the Node (with a total target of € 5M/year), scale-ups from the Node ecosystem joining the EIT Digital Accelerator (at least 40 at KIC level) and related base and success fees invoiced and received (at least € 4M/year), Node contribution to the development of EIT Digital's education programmes (at least 300 European students in the Master School with an associated income from tuition fees of more than € 1M/year, 400 paying participants to Summer Schools and Professional School courses, and 140 sponsored scholarships every year supporting our Master and Summer School scholarship programme with € 2.5M income). Targets are assigned at senior management level and cascaded accordingly to the relevant staff in the KIC; these are also embedded in the HR policies and performance management system applied to all EIT Digital employees.

Open Science

By being fully integrated in Horizon Europe pillar III and well connected and engaged with a number of other EU programmes (e.g. Horizon Europe pillar II activities, Digital Europe Programme, etc..), EIT Digital strongly believes that the open science policy priority of the European Commission is a key element to improve quality, efficiency and responsiveness of EU Research and Innovation. Moreover, the COVID-19 pandemic has demonstrated the importance of science, technology and innovation to ensure citizen's quality of life, safety, security and business continuity. It is therefore of paramount importance that all the relevant players (academia, industry, research centres, public authorities, citizen groups) are active part of the research and innovation process. This increases the trust in science and facilitates the deployment of technology out of the labs into real applications benefiting people and businesses. EIT Digital therefore provides open access to all reports, articles, factsheets and other materials, in so far as to do this complies with applicable intellectual property rights. Moreover, EIT Digital leverages its Social Media channels and its website to publish information of events, conferences, workshops, new report releases, achievements of community members (Partners, scaleups, students, etc ...). More broadly,

our strategic aim for the European landscape is to provide, where possible, wide and open access to such documents, repositories and datasets in order to support validation of projects. In order to better serve the EU community, aggregated results are also made available in the form of an annual report that contains both qualitative and quantitative results of EIT Digital activities. This report also allows the recognition and early identification of trends in the landscape of digital. The quantitative analysis is complemented by qualitative success stories and case studies.

A concrete example of EIT Digital's approach towards open science is represented by the activities executed in 2020 and 2021 aiming at re-opening Europe after the pandemic: on top of running, in 2020, more than 10 Innovation activities deploying data-driven solutions against COVID-19, EIT Digital put in place several measures (e.g. "[Reopen society using physical COVID-19 contact tracing tokens](#)" webinar) to engage with citizens, contact tracing experts, customers, policy makers and entrepreneurs to ensure that these solutions were widely deployed by businesses, adopted by governments and accepted by citizens.

Lastly, in order to share best practices and increase the overall trust of citizens in EU Research and Innovation, EIT Digital is an active member of the cross-KIC citizen engagement working group coordinated by EIT Health.

Social Science

EIT Digital firmly believes in creating a strong digital Europe which safeguards European values by being inclusive, fair, and sustainable. Achieving this ambitious goal needs to seriously consider the cross-cutting issue of social science innovation and fully embed it into the design, development and implementation of new technologies targeting solutions to societal issues. At EIT Digital, every innovation activity proposal is asked to describe both its societal and economic impact and these dimensions are taken into account in the review and selection process; moreover, EIT Digital impact pathways provide a comprehensive framework and set of KPIs, targets and goals to measure EIT Digital's contribution to a number of important societal challenges, aligned with the UN SDGs (see Annex I of the EIT Digital Strategic Agenda 2021-2027 for the complete list of EIT Digital Impact Pathways).

Examples of topics with social relevance, tackled by EIT Digital as part its activities in the five focus areas are:

- Health, Demographic Change and Wellbeing: as part of the Digital Wellbeing focus area, EIT Digital activities support the economic and social issue of alleviating the pressure on public health systems, by better serving citizens with digital technology inside and outside hospitals and care centers (e.g. in their own homes);
- Smart, green and integrated transport: as part of the Digital Cities focus area, EIT Digital activities support the socio-economic analysis of aspects related to new transport systems and their impact on the daily life of citizens (incl. prospective studies and technology foresight);
- Climate action and resource efficiency: as part of the Digital Industry focus area, EIT Digital activities tackle the cultural, behavioural, socio-economic and institutional changes needed in order to move to a more sustainable production and more resource efficient economy and society;
- Europe in a changing world: as part of the Digital Tech and Digital Finance focus areas, EIT Digital addresses a number of topics covering innovation in the public sector enabled by digital, trust and transformation of the financial institutions, strategies and governance structures for overcoming the crisis in Europe, digital technologies to re-start European economy in the post-pandemic with business model innovation, social innovation and by leveraging the European cultural heritage, history, culture and identity.

Gender Dimension

Alongside with social impact, diversity and inclusion are also key aspects taken into account by EIT Digital when designing its activities. We strongly believe that innovation should leave no one behind and promote activities that benefit all citizens. Acting swiftly to address existing gender inequality is extremely important, even more

in the post-pandemic context. Women have played a critical role in the response to COVID-19, as frontline health providers, care providers and as managers and leaders of the response and recovery efforts. Yet, they often remain under-represented in critical leadership positions and their rights and priorities are often not explicitly addressed in response and recovery measures. The crisis presents the opportunity to re-shape and rebuild systems, laws, policies and institutions to advance gender equality. EIT Digital is committed on supporting this global challenge, and in particular UN SDG 5 on gender equality, UN SDG 4.2 on gender disparities in education, UN SDG 11.2 on sustainable cities and communities and UN SDG 8 on decent work and economic growth. For more information, see Annex I of the EIT Digital Strategic Agenda 2021-2027 which includes the complete list of EIT Digital Impact Pathways and their mapping to the relevant UN SDGs. At EIT Digital these objectives are particularly addressed as part of the Education portfolio and of the Innovation Activities part of the Digital Cities and Digital Wellbeing focus areas. Current and past EIT Digital Innovation activities taking the gender dimension into account include: Ellure, Pregnancy Health, Birthy and HexaLight.

2. Impact

2.1 KIC's pathways towards impact

Area	Budget	Outcomes	Impact
Education	€ 21.81m	<p>EIT Digital strongly believes in T-shaped talents equipped with both solid technical knowledge to develop and access the value of technology. and the necessary entrepreneurial and business skills to spot opportunities, understand market needs and capitalize on them. All our education programs have this approach as a core ingredient. Moreover, innovators need to be effective in today's open innovation ecosystems which requires organizational and geographic mobility. EIT Digital focuses on the digital high-end degree education for master and doctoral graduates and high-level professionals. In 2021-2022, EIT Digital continuous to deliver its programs through four schools:</p> <ul style="list-style-type: none"> • The EIT Digital Master School aims to achieve an intake with over 2,500 eligible applicants for the 2021 and 2022 cohorts and to recruit 650 new students. Creation of an endowment to support the scholarship programme and ensure the long-term sustainability of the Master School. • The EIT Digital Doctoral School will continue to support the running PhD positions and hire 6 new PhD candidates. The I&E programme deployment for PhD candidates will also continue. 10 Doctoral I&E seminars will be organised in 2021-2022. At least 25 PhD candidates are expected to graduate in 2021-2022 at the Doctoral School. • The EIT Digital Professional School will maintain the existing portfolio of 10 short courses in a range of topics related to digital technology, infrastructure and transformation. In 2021-2022, we plan at least an edition for each course. We expect a total of at least 150 participants. • The EIT Digital Summer School will coordinate and support the execution of a total of 21 summer schools in 2021-2022, while also focusing on extending its offer to the US market and increasing the engagement of the EIT Digital industry partners. The Summer School will also further improve its financial aid tools by setting up a fee-deferral payment scheme under the recently signed agreement between EIT Digital and the European Investment Fund (EIF). In 2021, due to the COVID-19 pandemic, the summer 	<p>EIT Digital with the current business plan keeps strengthening its efforts to achieve digital talent development in Europe with a more qualified offer and addressing a wider audience, by means of lowering the financial hurdles for prospect students as well as continuously seeking new synergies to deliver Digital education with other EU instruments, who can increase the attractiveness of the EIT Digital Entrepreneurial Academy.</p> <p>The long term impact is the creation of systemic collaborations between European Educational institutions able to deliver top notch education on Digital and Entrepreneurial skills. The delivery through different schools will cater different group of perspective students, which in turn is going contribute to the lifelong learning goals set out by the European Commission. A second effect would be a more general upskilling of EU Citizens on Digital topics, which have become of prime relevance since all spheres of their daily life are continuously undergoing Digital transformation.</p>

		<p>schools were adapted to an online format; 11 summer schools will be executed, attracting more than 400 participants, including 90 paying external participants. In 2022, 10 Summer Schools will be run with more than 500 expected participants (including 200 paying participants).</p> <p>EIT Digital educational activities directly translate in increasing digital and entrepreneurial education across Europe, supporting the development of entrepreneurial skills and competences of a wide target group, including master and doctoral graduates as well as digital entrepreneurs, innovators, and high-level professionals. Additionally, the programmes are being expanded to include educational institutions from countries with low DESI index, thus contributing to lower the innovation gap in these countries, and ready the workforce for new job opportunities.</p>	
Innovation	€ 65.17m	<p>EIT Digital selected a compelling and impactful innovation portfolio in the BP2021-2022, consisting of 69 innovation activities (including 4 AAA activities and 3 RIS activities), of which 43 will create a start-up (and a product) and 26 will launch a product. 147 partners, of which 120 from the industry, will be working in 66 innovation activities resulting from the open call 2021-2022. Among these, 84 are new partners, who will be working in 51 innovation activities in 2021-2022. The success of our innovation portfolio in 2021-2022 is measured by 79 EIT KPIs reflecting the number of products or processes launched on the market and 45 EIT KPIs reflecting the number of start-ups created as a result of innovation activities, including multi-year tracking KPIs. This steep growth is the result of executing on our strategy to support venture creation as an impactful innovation vehicle, and equity as a sustainability mechanism.</p> <p>The Innovation portfolio selected for BP2021-2022 will drive new opportunities for Partners to market innovations through dedicated ventures by engaging in pan-european collaborations. By supporting the creation of new ventures, EIT Digital is stimulating an entrepreneurial mindset in its partnership to favour commercialization of digital deep tech in areas strategic for Europe while de-risking the investment, with the benefit of increasing European Digital tech dynamicity. At the same</p>	<p>The long term effects of support the commercialization of DeepTech is to support the growth of strategic areas for Europe in priority sectors. The pan-european collaborations established through Innovation activities are expected to evolve in new excellence ecosystems in Europe as well as set the ground for developing new market opportunities in the European digital services arena. Furthermore, the establishment of new ventures drives jobs creation and potential for sustaining jobs in the area of digital.</p>

		venture creation allows to valorize specific assets with potential for growth.	
Entrepreneurship	€ 5.24m	<p>EIT Digital Accelerator primary focus is to provide growth support for European deep tech scale-ups with the motto 'from venture to dominant industry player'. This addresses an important European challenge of building dominant players in the digital space, which can shape the global digital markets and positively impact growth and employment in Europe. With the present Business Plan the ambition is to extend our support to additional 100 companies, which will bring the number of total supported companies to over 400, since the start of Accelerator's operations. The portfolio companies are expected to raise about 100m€, which will fuel their ability to grow their EU sales share, and their subsequent market entry in non-EU markets.</p> <p>The new opportunities for supported companies will lead companies to hire talents, thus creating a virtuous growth circle for the European Tech ecosystem. Historically, companies after acceleration on average created 20% additional jobs.</p>	<p>Companies enabled to grow and become more dynamic will retain and hire talents, with beneficial effects on the whole European Tech landscape. A more attractive job market for Tech talent will serve to attract more people to train in this type of discipline with the benefit of increasing EU competitiveness with skills highly needed. Indirectly, a stronger Tech ecosystem will push the evolution of the IT infrastructure (i.e. deploying high speed networks) to meet customers demands. The novel IT infrastructure will create the foundation to develop new market opportunities.</p> <p>In this constellation, countries with low DESI index can leverage the possibility of initially growing tech talent and subsequently nurture a local Tech ecosystem linked to the wider European one.</p>
RIS	€ 11.81m	<p>In 2021-2022, the Venture Program will create 50 new ventures, by helping entrepreneurs to overcome the difficulties experienced in RIS countries when looking for support to translate their entrepreneurial ideas into real ventures: funds are not easily available, and teams are too early stage for regular incubators and accelerators. This activity is directly aimed improving EU Member States digital competitiveness by fostering the pursuit of entrepreneurial activity with innovative digital solutions. Next to it, EIT Digital Accelerator will support companies from the RIS area, which should see increased business turnover and financial ability. Lastly, EIT Digital Academy is also active in RIS countries with new summer schools addressing Digital skills gap and supporting local students.</p>	<p>The long term effects of supported activities in these countries is to contribute to increasing digital competitiveness in EU Member States with a DESI (Digital Economy and Society) < 50. In addition, the continued effort for digital upskilling of European professionals will allow to build the competencies needed to keep the pace of fast-paced digital technology development.</p>
Management, Ecosystem, Communication and Dissemination	€ 11.42m	<p>EIT Digital with the current business plan is continuing its ambition to nurture digital tech ecosystems across Europe, by growing of an additional 15%/year its community of universities, research centres, large companies, SMEs, associations and scaleups from the 300 members in 2020, many of them being SMEs and organisations from RIS</p>	<p>In the long term, EIT Digital aims to contribute to the forming of European regulation and digital standards that addresses key European values such as ethics of AI, data protection, and trusted social media platforms. The continuous effort in building a Pan-</p>

	<p>countries. The growth is driven by increased recognition of our impact through our results, our partners, our students, our entrepreneurs, as well as our alumni.</p> <p>EIT Digital keeps contributing to the European Policy discussion through the development of specific policy reports on strategic topic for the European Union, such Digital Finance, and Disruption in Digital Education. Lastly, EIT Digital will keep growing its effort to build synergies with other EU and National programs in order to pursue its mission, such as the very active participation in several Digital Innovation Hubs as well as close collaborations with EIF on Education that should ease access to educational programs for prospect students.</p>	European ecosystem is expected to have a spill over effect on supporting the creation of new digital innovation ecosystems.
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Table 2.1. List of KPIs

EIT area	EIT KPI	Target	Indicate WP(s)
Innovation	Innovations designed or tested	0	-
	Innovation testbeds established	0	-
	Innovations launched on the market	128	WP2
Business Creation	Start-ups and scale-ups supported by KICs	306	WP2, WP3, WP4
	Start-ups created	91	WP2, WP4
	Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes	35	WP1
	Investment attracted by KIC-supported start-ups and scale-ups	€100,1m	WP2, WP3, WP4
Education	Students enrolled and graduates from EIT-labelled MSc and PhD programmes	1400	WP1
	Participants in non-labelled education and training	452	WP1
	Students and graduates from EIT labelled MSc and PhD programmes who joined start-ups	40	WP1
Knowledge Triangle Integration / Developing innovation ecosystems	Active partners collaborating in the KIC	690	WP5
	Number of higher education institutions involved in EIT and KICs activities	105	WP1

Leveraging investments in R&I	Financial sustainability	27,5% / €18,25M	All WPs
	KICs co-funding rate and total amount	57,12% / €66,47M	WP1, WP2, WP6
	Budget consumption of KICs	99%	All WPs
	Error rate of KICs	4%	All WPs
Additional HEI Initiative-specific indicators	Number of new and/or improved support structures and mechanisms (e.g., testbeds, units, programmes, spaces, infrastructures, etc.) established within or mobilized by the HEIs participating in the HEI Capacity Building Initiative	0	-
	Number of new partnerships established as a result of the HEI Capacity Building Initiative	0	-
Additional RIS-specific indicators	Number of organisations from RIS countries that attracted funding from ESIF (in line with Smart Specialisation Strategies) with support from KICs, and the amount of funding attracted	0	-
	Number of new CLCs and RIS Hubs established in RIS countries	6	WP4, WP5
	Number of new and established KIC Partners from RIS countries ¹⁰	180	WP4
Societal Impact	EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development	0	-
	Impact of KICs on achieving Sustainable Development Goals	0	-
Horizontal indicators	# Success stories presented by KICs to the EIT	20	WP4
	# Good practices and lessons learnt identified and codified by the KIC	0	WP4
	# Results, lessons learnt, and good practices disseminated by the KIC through appropriate means (e.g., publications, online repositories, fact sheets, targeted workshops etc.)	0	WP4
	# Dissemination and communication activities of the KIC and # people reached through these activities	0	WP4

Some of the KPIs present slight deviations from the SA values as result of the following:

¹⁰ Total KIC Partners from all EIT RIS eligible countries (<https://eit.europa.eu/our-activities/eit-regional-innovation-scheme>)

The KPI ‘Innovations launched on the market’ deviates from the value indicated in the Strategic Agenda 2021-2027 because of the overall decrease of innovation activities that the Innovation Factory is able to support.

The KPI ‘Participants in non-labelled education and training’ is not aligned with the Strategic Agenda 2021-2027 since online learners from MOOCs are not included in BP2021-2022 (>2000 online learners expected in 2021-2022).

The KPI ‘Students enrolled and graduates from EIT-labelled MSc and PhD programmes’ is computed taking into account >650 Master School graduates in 2021-2022, >90 enrolled Doctoral School students and a total intake of at least 650 Master School students for Cohort 2021 and Cohort 2022.

The KPI ‘Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes’ also includes the start-ups created by students in RIS countries.

The KPIs referring to ‘Knowledge Triangle Integration/ Developing innovation ecosystem’ present in the table above the cumulative target for 2021-2022. Hence it is not expected to report unique values for each year, but to reflect a growing valuable ecosystem.

2.2 Measures to maximise impact – Communications, dissemination and exploitation, stakeholders’ engagement and EIT RIS

The EIT Digital strategy for communications, dissemination and exploitation, as well as, for stakeholder engagement seeks to position EIT Digital as an active member of the EIT Community, driver of Europe’s digital transformation and as a key player on the map of innovation, entrepreneurship and education increasing all stakeholders and target groups (inside or outside of its ecosystem) awareness of the results of EIT Digital activities and their impact.

Our main drivers for communications, dissemination and exploitation, as well as, stakeholders’ engagement work are:

- Engage with new audiences with a particular focus on potential new members and customers
- Strengthen the relationship with existing members in our ecosystem
- Enhance engagement with thought leaders in the field of innovation and education
- Reinforce the awareness of national and EU institutional stakeholders about EIT and EIT Digital’s impact
- Mirror the evolution of the key focus areas in content delivery and project management

To achieve our ambition to become even more agile and to better address the challenges of digital transformation and the needs of our target groups, we will continue to increase the efficiency of our operations in the fields of communications, dissemination and exploitation, as well as, to stakeholders’ engagement by communicating actively on our actions and their results. We also continue to actively participate in the EIT and various type of EIT Cross-KIC activities and their dissemination work in our channels (e.g., HEI Call, New European Bauhaus, EIT Awards).

Overall contribution to the development of the EIT Community brand identity

EIT Digital contributes to the development of the EIT Community brand identity by implementing an EIT Brand compliance brand guidance and policy to all its activities, deliverables and by actively participating in EIT and its Cross-KIC activities and supporting their dissemination in KICs channels. The main platforms to execute these activities are our annual milestone events (Call of Proposals, Annual Conference, EIT Digital Challenge scale-up awards, Academy Kick-off and Graduation Events and Innovation Days) and our communication channels (traditional media, social media, videos, website, newsletter).

EIT Digital branding guidance and materials are constantly maintained in compliance with the EIT branding guidance and made available both internally and to our partners on intranet. The Head of Communications acts

as the EIT Digital Chief Brand Officer and is responsible for the brand management inside EIT Digital. The Pillars monitor brand compliance in their respective stakeholder groups when applicable.

A cohesive brand style and tone of voice across all brand touchpoints emphasizes EIT Digital's role as an active key member of the EIT Community and an innovator and thought leader, establishes stronger identity and recognition, and helps engage key audiences. In 2022, the brand marketing activities will be enhanced through a focus on the organisation's slogan: For a strong digital Europe. Inclusive. Fair. Sustainable. All communications and dissemination outputs will aim at integrating elements of this slogan to strengthen a distinctive image for the EIT and EIT Digital brands.

On our events, we will continue to capitalize on established event formats and event brands like Innovation Days, EIT Digital's annual conference, EIT Awards and use online/blended formats to maintain and increase the outreach, the efficiency and cope with continuing disruptions imposed by the COVID-19 pandemic as well as changing mobility patterns as a result of increasing awareness of the impact of international travel on climate change.

Specific focus will be given on EIT Digital presence at events organized by the EIT (EIT Awards), its various Cross-KIC activities (High Education Impact Call and the New European Bauhaus Acceleration call) as well as the EIT Digital members to capitalise on members' ecosystem and stakeholder networks. In 2021 EIT did not organize its annual EIT Awards competition, but EIT Digital SPOC attended actively with the fellow KIC's SPOCs in the Awards concept development work lead by the EIT.

KIC's external communications, dissemination of activities, results, good practices and lessons learnt

The streamlined internal resources combined with increasing sustainability requirements and external competition by third-party operators in the same markets of education, venture creation and innovation require thorough and early planning to identify and engage with internal and external collaboration partners, mobilise them and guide them through the process to ensure target audiences are involved and informed.

KIC External Communications. EIT Digital's fully integrated communication approach provides a solid ground to support the 2022 – 2024 Strategic Innovation Agenda's perspectives. Our integrated approach resulted in 406 traditional media articles generated during 2021 and exceeding the target of 350. Out of them, **238** were published on Tier 1 media, exceeding the KPI target of 90. The total number of our social media channel followers amounted to **68,820**, remaining slightly below the Full year target of 75,000 followers. This is attributable to the Covid-restrictions preventing all physical meetings which are an established source of social media content attracting new followers. During the year 2021, our corporate website gathered **415,683** unique visitors, and exceeded the KPI target of 300K users set for 2021.

In 2022, our external communications continue to strengthen the EIT Digital brand positioning and bring a significant increase in the reach amongst key target audiences and brand recognition contributing to growing the number of partners, enrolment of even more students and creation of a growing number of startup ventures aiming at global impact through European innovation fuelled by entrepreneurial talent and digital technology.

Dissemination of activities. EIT Digital capitalizes on economy-of-scale effects by linking integrated dissemination campaigns of its core activities like Annual Call of Proposals, EIT Digital Challenge Scaleup competition, Annual Conference and Node Innovation Days, and documents like the Annual Report, the Strategic Innovation Agenda as well as the Makers & Shapers Videos and Reports building on those already published.

In 2021, EIT Digital organised a total of **160** events (min 15 attendees, KPI met) with an estimated total of 6,700 attendees. Due to COVID-19 restrictions, most were organised online or hybrid. In 2021, EIT Digital attended in **37** external events with estimated **23,000** attendees. EIT Digital 2021 Annual Conference online event was attended by 1.885 followers (, exceeding the KPI target of 1,000).

In 2021, we reported **6** meetings with EU stakeholders, and published **76** news items on our website. EIT Digital Alumni community organized in a total of **7** meetings, including the Annual Meeting held as a live event in October in Stockholm Sweden, with in **80** attendees.

Results. The increasing recognition of our brand is confirmed by the record growth of the EIT Digital's partner network: at the end of 2021 we have 340+ partners versus 257 partners last year and 30 partners ten years ago. In 2021-2022 we expect a further expansion, by increasing the number of Partners by 15% annually with a focus on industry, SMEs and RIS countries.

The 'EIT Digital 2021' and 'EIT Digital 2022' calls for proposals attracted 250 submissions in the Innovation Factory. As a result of our particular emphasis on the entrepreneurship aspect and venture creation, 127 submissions were willing to create a start-up as an outcome of the innovation activity. There were 156 submissions involving new Partners, which confirms the success of our open call and our will to serve the whole of Europe. Out of the 250, EIT Digital selected 69 into the Business Plan 2021-2022 innovation portfolio.

Despite of Covid-19 restrictions forcing EIT Digital Master School to organize all its education online, the school was able to recruit the same number of students as in the previous application round (2021: 286; 2020: 288).

A record number of 409 scale-ups from 33 countries applied in the 8th edition of the EIT Digital Challenge contest for digital deep tech companies in 2021. The EIT Digital Challenge targets European digital technology scaleups focused on the fast growth of their business in Europe and worldwide. The 3 awarded companies will join the EIT Digital Accelerator program for their European expansion, both fundraising and customer acquisition. In addition to that, the first prize winner received a cash prize of €100,000.

Good practices and lessons learnt. Success in all operations derives from close collaboration not just among KIC internal stakeholders and fellow KICs, but also with the EIT, EIT Digital partners as well as with National and EU policy- and decision makers. The second year of pandemic has thought the effective use of online meeting tools and running on online events.

The general approach, channels and mechanisms supporting effective outreach activities: Streamlined internal resources require thorough and early planning to identify and engage with internal and external collaboration partners, mobilise them and guide them through the process to ensure target audiences are involved and informed as to be able meet any of the EIT Digital KPIs.

Professional education requires flexible communication and dissemination strategies to align with the changing needs of companies and ensure continuous engagement with a target audience from multiple market sectors. This is a key aspect for lead generation and development of a sales pipeline to nurture targets until they are ready to register to one of the courses included in the Professional School portfolio.

KIC's planned stakeholder engagement priorities and activities

EIT Digital is an integrated partnership as defined in the EIT Innovation Model, operating within the EIT Community, at the core of which are research organisations, educational institutions, businesses (including SMEs) and other innovation stakeholders such as public authorities or non-governmental organisations, united by the focus on a major global challenge.

Engagement with KIC stakeholder groups is an ongoing activity where EIT Digital actors engage with their respective stakeholder parties. In addition, EIT Digital organizes at the KIC level mastered annually re-occurring activities, like the Call for Proposals, EIT Digital Challenge Scaleup Competition, Annual Conference and Node Innovation Days. They all provide great platforms to interact with the KIC stakeholder groups, and also allow them to interact with each other.

At the beginning of 2021 EIT Digital introduced a KIC internal events reporting portal via it its Nodes and Pillars could report events they organised themselves or were attending. Based on this reporting, EIT Digital staff had a contact base of approximately 30K stakeholders at KIC's own and external events. The vast majority of these events were organised online due to the Pandemic.

With 145 KIC own events with a minimum of 15 external attendees organized and by attending 31 events organised by an external third party, EIT Digital was able to meet the 2021 KPI targets set to it in the Business Plan 2021-2022 (organizing min 13 own and attending min 5 external events).

EIT Digital is in constant engagement with its stakeholder groups via the below channels:

	Meetings with CxO	Meetings with Node Directors	Annual Conference	Call for Proposals	EIT Digital Accelerator Scaleup Program	Node events	News	Web	Social Media
EU Decision Makers	X		X				X	X	X
National Decision Makers	X	X				X	X	X	X
Research Organisations	X	X				X	X	X	X
Educational institutions	X	X	X			X	X	X	X
Business (Corporations)	X	X	X	X		X	X	X	X
Business (SMEs)		X	X	X	X	X	X	X	X
Other innovation stakeholders		X	X		X	X	X	X	X
Investors		X	X	X	X	X	X	X	X
NGOs		X	X			X	X	X	X

The key figures and KPIs related to the stakeholder activities are presented in the previous ‘KIC’s external communications, dissemination of activities, results, good practices and lessons learnt’ section.

KIC IPR Strategy

In the innovation area, the KIC has the following IPR Strategy:

- The KIC never holds any IPR itself. The IPR belongs to the respective partners.
- Innovation & Research. The innovation activities are about several partners coming together to typically launch a venture within the course of the activity. It is expected that the venture’s FTO (freedom to operate) is guaranteed by the activity partners. This can typically be done by the partners licensing their IPR to the venture with a certain model that is put forward in the activity. The favoured model is license for equity, where the technology partner becomes a shareholder in the venture in exchange of providing the required IPR and FTO to the venture.
- Entrepreneurship. Within the Accelerator, the IPR is not a topic as the Accelerator is about raising funds and acquiring customers for the scaleups, who of course keep their IPR.

In line with article 6.1 of PA, EIT Digital has an IP Board in place in order to advise on intellectual property rights related issues.

EIT Regional Innovation Scheme (EIT RIS)

In 2021-2022 EIT Digital will further strengthen its presence and activities in RIS countries. This process was started in 2017 and aimed at building the conditions for a full alignment of the RIS area to the EIT Digital matrix operational setting. In the period 2017-2019 the RIS program was configured as a “virtual node” spanning all RIS countries and deploying EIT Digital’s activities in the three pillars (Ecosystem, Innovation, Education) in RIS countries. As of 2020, taking advantage of both the increased partner critical mass and the transformation of EIT Digital Nodes’ scope from national to regional activities in RIS countries are fully taken up by relevant Nodes (see Table 2: RIS countries to EIT Digital Nodes mapping) and integrated in EIT Digital’s matrix operational setting.

Table 2: RIS countries to EIT Digital Nodes mapping

Country	Finland	Germany	Hungary	Italy	Spain
Bulgaria					
Croatia					
Cyprus					
Czechia					
Estonia					
Greece					
Latvia					
Lithuania					
Malta					
Poland					
Portugal					
Romania					
Slovakia					
Slovenia					

Our objectives for 2021-2022 are:

Ecosystem: EIT Digital Nodes will take care of partners sourcing, scouting, connection to the EIT Digital network and engagement in Innovation and Education activities (including support for participation in the annual calls for the Innovation Factory and the Entrepreneurial Academy). EIT Digital Nodes will also manage the relevant communication and stakeholder 27 engagement activities in coordination with the EIT Digital Communications Team. Amongst the stakeholders, special attention will be paid to national, regional and local governments in order to drive EIT Digital impact and financial sustainability. EIT Digital Nodes will be responsible for the establishment of new Hubs/Satellites in the countries assigned to them and for the supervision of the existing ones. A special focus will be put on EIT RIS Hubs; in particular, the Finnish Node will establish a Satellite in Tallinn (Estonia), the Italian Node will establish a Satellite in Athens (Greece) and the Hungarian node will establish a Satellite in Ljubljana (Slovenia). In addition, the Berlin, Budapest and Helsinki Nodes will actively work on establishing new Satellites in Poland, Czech Republic, Slovakia, Bulgaria, Romania and Latvia with the ambition of having six EIT RIS Hubs established by 2022 in line with the SA targets. Target countries have been selected based on the current Partner critical mass and on the potential that these countries have in terms of community building around specific digital technologies. As an example, eastern Europe in recent years has developed a strong community around Cybersecurity with leading Universities, RTOs, corporates, and innovative SMEs. The other topics where EIT Digital sees strong potential are AI and Quantum Tech. After having finalized the analysis in early 2022, the process will be started in consultation with the EIT and the relevant local authorities. An open call will be published, including the relevant selection criteria, time limitation and renewal policy, as well as the measurable KPIs in terms of the expected results. The relevant National Contact Points (NCPs) and Member States' representatives will also be consulted. In line with EIT and EIT Digital's financial sustainability strategy, new Satellites will need to contribute to EIT Digital's financial sustainability. In particular, it is expected that the operation costs of the newly established Satellites will be fully covered by the relevant Partners and/or national/regional governments and funding authorities. This model has already been successfully tested with the EIT Digital Satellites established in the past few years (e.g. Antwerp, Braga, Edinburgh); moreover, the 3 Satellites that are already at an advanced negotiation stage (Athens, Tallinn and Ljubljana), the commitment on the financial support has already been achieved.

EIT Digital will also explore new synergies with the Smart Specialisation Strategies and will strengthen the one already established in Spain (Regional RIS3 Madrid Funding - *Entidades de Enlace*). At the end of 2022 EIT Digital

partner network will include **180** organizations from RIS countries and **6** fully established Satellites/Hubs or Co-location Centres.

Education: engagement with universities from RIS countries will be strengthened by expanding the Master School network and by running more Summer Schools in RIS countries (**11** in 2021-2022). In the entrepreneurial education in RIS countries will be deployed directly by the Entrepreneurial Academy and executing the relevant activities: students' engagement and recruitment; university involvement in the Master School, Summer Schools, and Professional School (joint work with the relevant Node's team); support to Summer Schools running in RIS countries; communication about and marketing of the Entrepreneurial Academy and its schools in RIS countries.

Innovation: through its Accelerator team (dedicated Business Developers and A2F experts from the Accelerator team assigned to the RIS area, supported by collaborating Partner organizations), EIT Digital provides local scale-ups with the means to grow internationally. Another important activity part of the Innovation pillar is the RIS Venture Program which helps to overcome the difficulties that potential entrepreneurs experience in RIS countries when looking for support to translate their entrepreneurial ideas into real ventures: funds are not easily available, and teams are too early stage for regular incubators and accelerators. The Venture Program supports entrepreneurial teams by offering them a three-stage prize consisting of a Growth package (cash prize + pre-acceleration phase) aimed at helping winners to execute their MVP and establish their venture and a two-level final prize: the first level awards the best of the incorporated ventures, while the second awards those that have been able of attracting third parties' investment. The Venture Program is executed through parallel "editions" each ran in cooperation with one of our local collaborating innovation organizations; each of them runs several activities to support the program: local ecosystems mobilization, pre-acceleration phase execution and supporting the best established ventures with follow-up opportunities. Through the **11** editions executed in 2018-2020 we created more than **60** new ventures. The ambition is to support the creation of **50** new start-ups in 2021-2022. In exchange for the provided services and support, EIT Digital takes a 5% equity in the established ventures.

In terms of financial sustainability, activities in RIS countries are fully embedded in the overall EIT Digital approach:

in the innovation domain, EIT Digital will support its venture creation strategy by running 10 editions of the RIS Venture Program and by running venture creation Innovation Activities. In consideration of the provided support, EIT Digital will get an equity stake in the 50+ ventures that will be created in the 2021-22 timeframe

in the education domain, EIT Digital will execute 5 Summer Schools in RIS countries that will be open to external paying participants. Sales, marketing and recruitment efforts in the Master School and Professional School will be intensified in order to attract more students and learners from RIS countries

in terms of ecosystem development, the relevant EIT Digital Nodes (Trento, Helsinki, Madrid, Budapest, Berlin) will intensify their partner recruitment campaign with a special focus on the RIS countries part of the respective regions. Moreover, these Nodes will increasingly engage with national, regional and local governments and other relevant funding organisations to attract financial support to CLC and Satellite operation. In particular, agreements will be established in Portugal, Estonia, Greece and Slovenia to support the local Satellites.

3. Quality and efficiency of the implementation

3.1 Work plan and resources

The design of our core portfolio is centred on Innovation areas. These are strategically selected topical areas on which all Activities of EIT Digital in Education, Innovation, and Entrepreneurship are focused. Our portfolio of Activities selected for execution in 2021-2022 is addressing the main challenges and opportunities at the

intersection of technology, market, and interests of our partner community. See our Strategic Innovation Agenda (SIA) 2020-2022 «A Strong Digital Europe» for the background on our strategy. Via the common themes of the Innovation Areas, we integrate Education, Innovation and Entrepreneurship and align them along our innovation funnel.

In Innovation, the focus areas correspond to segments in the EIT WP/Segment/Activity structure model for the KICs. The other five Work Package structure follow EIT guidance. They are described in the table 3.1a below. A complete list of Activity descriptions with further detail is available as part of the supporting documentation of the Business Plan 2021-2022.

The Activity composition within a Work package can be based on an open call for proposals and a subsequent selection process, can be guided by strategic needs (e.g. the Silicon Valley Hub and the Master Programs) or linked to operational requirements and EIT guidelines (like the Management Area or Education and Education and Innovation Development Support).

In 2021-2022, the activities composition for the EIT Digital Innovation Factory and Entrepreneurial Academy is based on the open calls for proposals, respectively branded 'EIT Digital 2021' (March 5 – May 7, 2020) and 'EIT Digital 2022' (April 6 – May 12, 2021) and publicly advertised on our internet page as well as in social media channels. Interested education and entrepreneurial teams composed of organisations from across the EU and the Horizon Europe associated countries could submit their proposals for the Innovation Factory and Entrepreneurial Academy to launch or boost digital deep tech ventures and products or to participate to EIT Digital education offering.

For Innovation, we asked for proposals in the five focus areas. For Education, in 2021 a call was opened for the "Master School" (new entry or exit universities and blended I&E activities), "Professional School" (new professional courses), and "Summer School". In 2022 a call was opened for "Master School" (blended I&E activities), "Professional School" (new professional courses and deployment of existing professional courses) and "Summer School".

The process supported by external experts and guided by the pursuit of the Strategic priority of EIT Digital, led to a compelling and impactful innovation portfolio in the BP2021-2022, consisting of 69 innovation activities (including 4 AAA activities and 3 RIS activities), of which 43 will create a new venture (and a product) and 26 will launch a product. 147 partners, of which 120 from the industry, will be working in 66 innovation activities resulting from the open calls 2021-2022. Among these, 84 are new partners, who will be working in 51 innovation activities in 2021-2022. As for the Entrepreneurial Academy, EIT Digital has selected a comprehensive portfolio of 21 Summer Schools for BP2021-2022 (11 Summer Schools to be executed in 2021, 10 Summer Schools to be executed in 2022), with a balanced geographic and thematic distribution across European countries and EIT Digital's focus areas. Among these 21 summer schools, 5 will be organised by partners from RIS countries. From the submitted proposals, EIT Digital has also shortlisted 5 proposals for the improvement of its current I&E blended contents and modules for Master education and 1 proposal for content development and execution of the I&E seminars for Doctoral students.

Table 3: Area – Segment structure mapped on the WPs and key Activity portfolio parameters.

Area / Segment	Started before 2021 and running	New in BP2021- 2022	Average KAVA costs	In year 2021- 2022
WP1 - Education	13	10	€ 948.287,54	42
1.1 EIT Digital Master School (MSL)	6	9	€ 910.132,58	20
1.2 EIT Digital Industrial Doctoral School (DSL)	3	0	€ 1.168.740,08	8
1.3 EIT Digital Professional School (PSL)	0	1	€ 573.607,50	4
1.4 EIT Digital Summer School (SSC)	1	0	€ 1.891.497,00	6
1.5 (EDS) Education Development Support	3	0	€ 729.100,00	4
WP2 - Innovation and Research	29	38	€ 972.702,49	276
2.1 TEC (Digital Tech)	4	10	€ 939.696,70	59
2.2 IND (Digital Industry)	4	9	€ 708.416,79	54
2.3 WEL (Digital Wellbeing)	5	8	€ 547.647,63	53
2.4 CTS (Digital Cities)	7	5	€ 824.632,50	53
2.5 FIN (Digital Finance)	7	6	€ 892.478,43	51
2.6 IDS (Innovation Development Support)	2	0	€ 7.094.332,88	6
WP3 - Entrepreneurship	4	0	€ 1.310.243,25	10
3.1 ACC (Accelerator)	3	0	€ 1.574.333,33	9
3.2 IBD (Industry Business Development)	1	0	€ 517.973,00	1
WP4 - EIT Regional Innovation Scheme	4	8	€ 984.447,90	49
6.1 EIT Digital RIS	4	8	€ 984.447,90	49
WP5 - Management and Communications, Dissemination	15	0	€ 6.662.078,92	46
4.1 MGT (KIC Management)	1	0	€ 5.259.164,00	1
4.2 CLI (Nodes and CLCs)	13	0	€ 396.414,92	38
5.1 MKT (Communications, Dissemination and Outreach)	1	0	€ 1.006.500,00	7
WP6 - Cross-KIC Scheme	3	0	€ 840.609,95	4
7.7 Cross-KIC Thematic Innovation	3	0	€ 840.609,95	4
Grand Total	68	56	€ 951.426,74	427

Knowledge Triangle Integration

No innovation without education, but also no education without innovation. The seamless integration of Education, Research and Business is at the heart of the EIT and thus of EIT Digital.

At the core of the EIT Digital knowledge triangle integration strategy is the involvement of the EIT Digital students in the EIT Digital innovation and entrepreneurship activities, as well as the alignment of the education programs with the EIT Digital focus areas. During the period 2020-2022 EIT Digital will further develop and expand its knowledge triangle integration strategy by increasing the number of master and doctoral students in the EIT Digital innovation activities, by facilitating matchmaking for internships to increase the number of Master School's graduate working in the EIT Digital ecosystem (industry partners, innovation activities and scaleups) and by increasing the engagement of the EIT Digital industry partners in the EIT Digital Academy. In particular, EIT Digital industry partners will further contribute to the Professional School by bringing an increasing number of participants to the courses and by participating to the definition of the learning content for the courses. At the Summer School, industry partners will be involved in teaching activities and will bring real innovation and entrepreneurship cases to be tackled by the school participants. At the Doctoral School, PhD students will carry out their Business Development Experience (up to 6 months) at one of the EIT Digital industry partners, under the supervision of an expert from the industry. At the Master School, students will be offered internships opportunities in start-ups/scale-ups from the EIT Digital ecosystem and business cases from EIT Digital industry partners and Innovation activities.

For 2021, we further pushed for Knowledge Triangle Integration aspects in our Activities. Of the 82 Activities in the Education, Innovation and Entrepreneurship Areas (not counting the support Activities), 34 are explicitly addressing Knowledge Triangle Integration in various forms, e.g. by involving and or paying students of our Master or Doctoral school, being actively involved in the Summer School, or by internships in the industrial partner organisations. An ideal example of how EIT Digital drives education, innovation and entrepreneurship in a closely integrated way and a flagship story about Europe's attractiveness and deep tech potential is EIT Digital Doctoral School graduate Abdelhadi Azzouni.

Abdelhadi Azzouni is one of the two founders of PacketAI, a French deep tech startup, PacketAI provides an IT operations (ITOps) solution promising best-in-class service to users while improving the bottom line. It delivers this by using a combination of supervised and unsupervised learning techniques. In October 2019, PacketAI closed its first funding round raising €2.1 million with investors such as Aster Capital, BNP Paribas Development, Entrepreneur First and SGPA.

According to Abdelhadi, EIT Digital Industrial Doctoral School has helped in many ways in meeting his ambition to be an entrepreneur and make an impact on society, especially the business training during his PhD studies and the business development experience provided him with great resources to bootstrap his company.

Table 3.1a List of work packages

Work package No	Work Package Title	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Education	EIT Digital Education Foundation	375,4	01/2021	12/2022
WP2	Innovation	EIT Digital IVZW	428,9	01/2021	12/2022
WP3	Entrepreneurship	EIT Digital Accelerator IVZW	345,6	01/2021	12/2022
WP4	EIT RIS	EIT Digital IVZW	422,1	01/2021	12/2022
WP5	Management/ Ecosystem and Communication, Dissemination of results	EIT Digital IVZW	502,2	01/2021	12/2022
WP6	Cross-KIC Thematic Innovation activities	EIT Digital IVZW	66	01/2021	12/2022
Total person- months			2140,2		

Table 3.1b: Work package description

Work package number	1	Lead beneficiary					EIT Digital Education Foundation
Work package title	Education						
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital Finland	EIT Digital Spain	EIT Digital Netherlands	EIT Digital Accelerator		
Person months per participant (KIC LE, CLCs):	314,7	9,9	24	23	3,8		
Start month	01/2021			End month	12/2022		

Objectives This WP focuses on the EIT Digital Entrepreneurial Academy, which provides support for development and deployment of programmes and courses with business development-oriented components. The EIT Digital Entrepreneurial Academy work programme 2021-2022 is based on the EIT Digital Strategic Innovation Agenda 2020-2022. It includes EIT Labelled Master programmes, EIT Digital Doctorate programmes, EIT Digital Certified Professional education, and EIT Digital Summer School education, which are delivered through our 4 Schools.

Description of work

The **EIT Digital Master School** offers 7 programmes (Figure 7), fully aligned with EIT Digital’s focus areas, aiming at breeding T-shaped innovators who either will be co-creators of ventures or will enter industry. The programmes were developed through years, based on the results of yearly calls for proposals for Entry and Exit Universities. In 2021-2022, we plan to enrol 650 new Master students. We will also work on the creation of an endowment to support the scholarship programme and on further strengthening the collaboration with Innovation Activities in our ERB integration approach. In addition, the improvement of EIT Digital Innovation and Entrepreneurship (I&E) blended contents and modules for Master education will be pursued. The activities contributing to this goal were selected through the two open calls for proposals ‘EIT Digital 2021’ and ‘EIT Digital 2022’, in which 17 proposals were received in total. The selection of proposals was driven by the following criteria: clear and quantifiable impact on the target content, scalability properties in number of students and universities, clear and significant contribution to harmonize contents, create new ERB opportunities, facilitate homogenous cross-universities activities and collaborations among students. As a result, 5 proposals were selected for BP2021-2022 (4 from ‘EIT Digital 2021’ and 1 from ‘EIT Digital 2022’).

EIT Labelled Master Programmes							I&E
Autonomous Systems (AUS)	Cybersecurity (CES)	Cloud and Network Infrastructures (CNI)	Data Science (DSC)	Embedded Systems (ES)	Fintech (FT)	Human Computer Interaction and Design (HCID)	Remote portfolio of I&E courses
Aalto University (Finland)	U Rennes 1 (France)	Aalto University (Finland)	Aalto University (Finland)	BME (Hungary)	UPM (Spain)	Aalto University (Finland)	Distributed I&E activities
KTH (Sweden)	EURECOM (France)	KTH (Sweden)	TU Eindhoven (NL)	TU Berlin (Germany)	Polimi (Italy)	TU Berlin (Germany)	I&E Online Modules for Master and Doctoral Schools
TU Berlin (Germany)	U Trento (Italy)	TU Berlin (Germany)	KTH (Sweden)	KTH (Sweden)	U Trento (Italy)	KTH (Sweden)	Remote portfolio of I&E courses
U Trento (Italy)	ELTE (Hungary)	U Trento (Italy)	U Rennes 1 (France)	U Trento (Italy)	U Côte d’Azur (France)	U Trento (Italy)	Innovation & Entrepreneurship Education
U Côte d’Azur (France)	U Twente (Netherlands)	U Rennes 1 (France)	U Twente (Netherlands)	TU Eindhoven (NL)	ELTE (Hungary)	UPM (Spain)	
BME (Hungary)	U Turku (Finland)	Sorbonne U (France)	U Côte d’Azur (France)	U Turku (Finland)	U Rennes 1 (France)	U Twente (Netherlands)	
ELTE (Hungary)			ELTE (Hungary)	U Bologna (Italy)		Polimi (Italy)	
EURECOM (France)			UPM (Spain)			U Paris-Saclay (France)	
			Polimi (Italy)				
			U Paris-Saclay (France)				
			TU Berlin (Germany)				

Figure 7. Master School portfolio 2021-2022: Master Programmes with partners involved and I&E KAVAs.

The **EIT Digital Doctoral School** offers market-focused industrial doctorates aiming at shaping talents, who will have the potential of becoming tomorrow’s innovation leaders. The Doctoral School is active in 11 Doctoral Training Centres (DTCs) with 2 Doctorate programmes (each corresponding to a dedicated KAVA). In 2021-2022 the Doctoral School will continue the support to the PhD candidates who were hired over the past years, and also finalise the recruitment of 6 new candidates for PhD positions approved in 2020. At least 25 PhD candidates are expected to graduate in 2021-2022. One of the flagship activities under the Doctoral School is the development of a specific I&E programme for PhD students. The programme is based on a “package” of five one-week seminars focused on business-oriented education. The deployment of the seminars will continue in 2021-2022 (1 KAVA selected from the open call for proposals ‘EIT Digital 2021’). In addition, with a focus on EIT Digital’s financial sustainability, the implementation of different business models for the Doctoral School will be evaluated to implement doctoral education in a sustainable way. For example, in 2022 the international geo-mobility of approximately 10 PhD candidates based in Scotland and EU will be funded by the Scottish Funding Council thanks to the Saltire Emerging Researcher Scheme, implemented in partnership between EIT Digital and the Scottish Informatics and Computer Science Alliance (SICSA).

The **EIT Digital Professional School** offers courses in a blended model blueprint that combines live face-to-face courses with online introductory modules, supporting the digital skills upskilling of high-level professionals. In 2021-2022 the Professional School will focus on keeping the existing portfolio of short courses updated and attractive. The portfolio includes 10 blended courses (Figure 8). A key priority will be to appropriately test the market traction of the course portfolio. We plan to deploy at least one edition per each course. Another path to be privileged will be approaching the business-to-business market and EIT Digital partners with tailor-made content to meet their specific learning needs. From the two open calls for proposals in 2021-2022, the

Professional School received 22 proposals for development of new courses. The proposals were reviewed based on their quality and market relevance along with strategic importance, fit with EIT Digital focus areas and return on investment. A careful appraisal concluded that bringing a set of new courses to the existing and comprehensive portfolio was not appropriate, since none of the 22 received proposals presented a complete alignment with the outlined criteria and contributed strategically to the strengthening of the existing portfolio. As a consequence, the Professional School will seek to negotiate alternative new partnerships and cooperation agreements with proposers from the last open calls to help build a sustainable and coherent professional learning offering. The objective will be to reach timely and mutually beneficial relationships, instead of committing to complex and lengthy course developments and uncertain sustainability projections pledged through open calls.

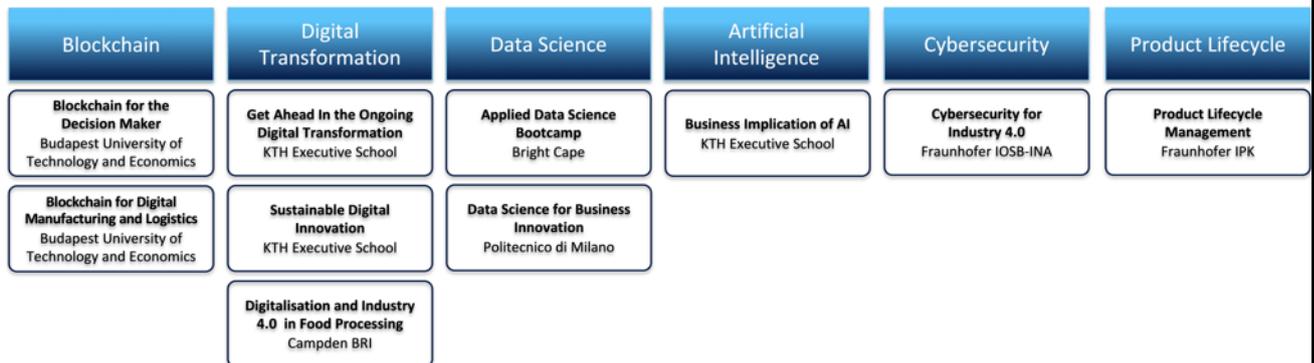


Figure 8. Professional School portfolio 2021-2022.

The **EIT Digital Summer Schools** co-locate tomorrow's digital entrepreneurs and innovators during summertime for intensive two-week trainings to jointly tackle societal challenges related to our focus areas. The EIT Digital Summer School is a mandatory component of EIT Digital Master programmes, but it is also open to external students and professionals. In 2021, due to the COVID-19 pandemic, the Summer Schools were adapted to an online format; 11 summer schools were executed, attracting more than 400 participants, including 90 paying external participants. In 2022, 10 Summer Schools will be run onsite (Figure 9). More than 500 participants are expected, including 200 paying participants. In total, 5 Schools will be run in RIS countries in 2021-2022. The 2021-2022 Summer School portfolio was designed through the two open calls for proposals 'EIT Digital 2021' and 'EIT Digital 2022'. The submitted proposals (21 in 'EIT Digital 2021', 17 in 'EIT Digital 2022') were reviewed with the support of independent experts. The selection was carried out based on the quality of the proposals, alignment with EIT Digital's focus areas and contribution to the EIT Digital's financial sustainability by attracting external paying participants.

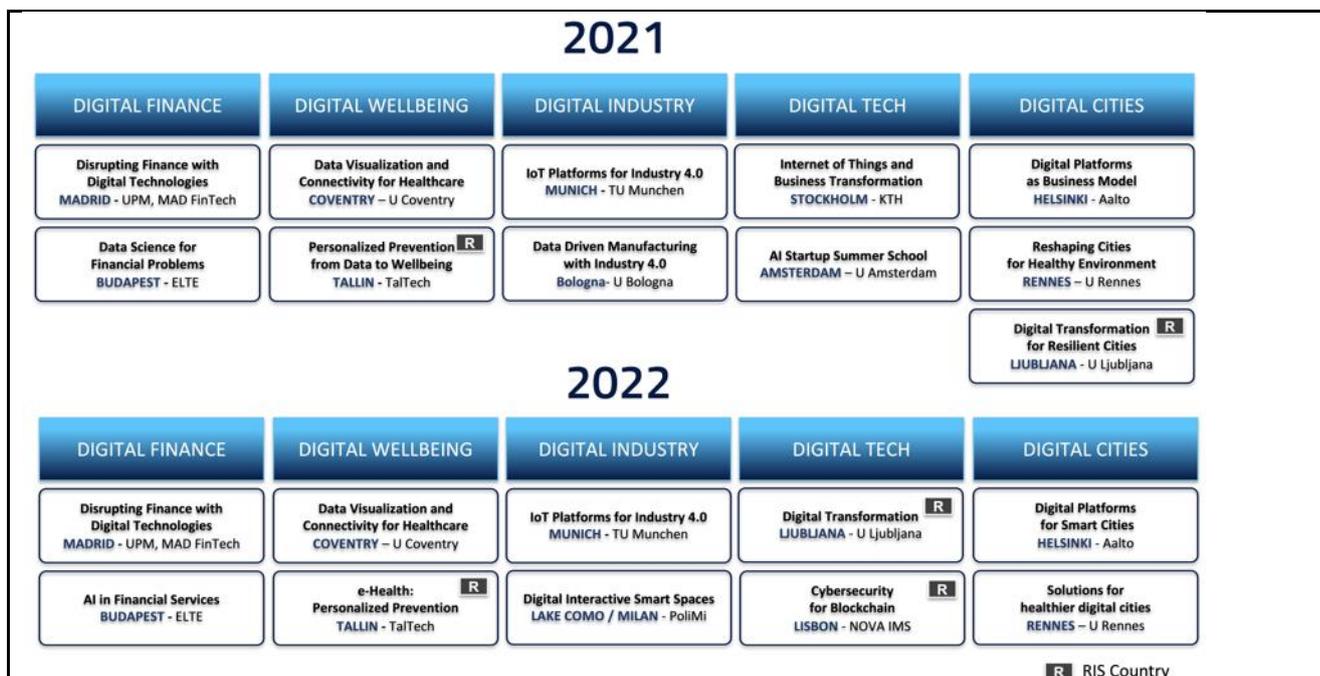


Figure 9. Summer School portfolio 2021-2022.

To ensure a successful implementation of courses and education programmes in each School, the EIT Digital Entrepreneurial Academy has established through years an internal monitoring process, which will be continued in 2021-2022 in parallel to the formal reporting process guided by the EIT Digital Operations Team. This internal monitoring process is guided by the Heads of the Schools, who manage the education portfolio and quality processes, steer and manage the recruitment process and manage relations with university and industry partners. The process also involves the Managers at the EIT Digital Co-Location Centres across Europe, who are following local activities on a regular basis. For activities related to the delivery of short courses (e.g., summer schools), we also require partners to submit intermediate reports during the year to detail course preparation and execution.

Work package number	2	Lead beneficiary				EIT Digital IVZW		
Work package title	Innovation							
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital UK	EIT Digital Italy	EIT Digital Accelerator				
Person months per participant (KIC LE, CLCs):	379,4	12,1	10,5	26,9				
Start month	01/2021			End month	12/2022			

Objectives The core of this WP is the EIT Digital Innovation Factory that launches or boosts digital deep tech ventures and products from open innovation activities carried out by the EIT Digital Partnership. The Innovation Factory work programme 2021-2022 is guided by the EIT Digital Strategic Innovation Agenda 2020-

2022, which identifies the five focus areas of our strategy: Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing and Digital Finance. We consider these to be key areas to support for a strong digital Europe.

Description of work

Digital Tech: The Digital Tech focus area is the core enabler of the digital transformation by providing secure, robust, responsive and intelligent communications and computation facilities. Its purpose is to progress networking, data intensive tools and improve cybersecurity. More specifically, it targets in networking - the mobile broadband infrastructure, network softwarisation, and the Internet of Things; in computing - cloud computing, Big Data, and Artificial Intelligence; in security - privacy, cybersecurity, and digital ID management. The portfolio of 17 Activities selected for Digital Tech innovation area (Figure 10) comprises an investment of €14.8 millions, of which €6.9 millions is the EIT contribution, and will result in 20 new products/services delivered to the market as well as 10 new ventures incorporated.

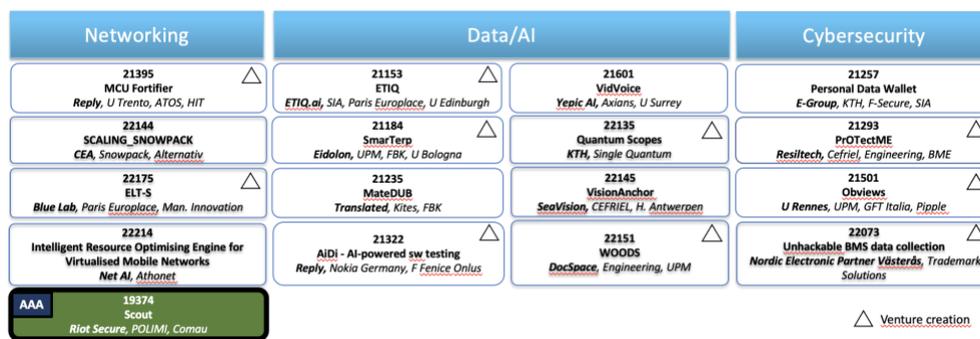


Figure 10: Digital Tech portfolio 2021-2022.

Digital Industry: The Digital Industry focus area covers the seamless process from production to retail and the related supporting functions such as logistics and consumer engagement. The mission is to improve efficiency in production and retail, to better address customer needs, and to help save natural resources in manufacturing and logistics. Within this value chain, a large amount of data and knowledge is produced, captured and shared for digitising manufacturing, production or logistics processes or consumer activities. This data is key in creating systemic changes in the market and introduce new innovation affecting whole business domain. The portfolio of 13 Activities selected for Digital Industry innovation area (Figure 11) comprises an investment of €9.4 millions, of which €4.2 millions is the EIT contribution, and will result in 13 new products/services delivered to the market as well as 8 new ventures incorporated.

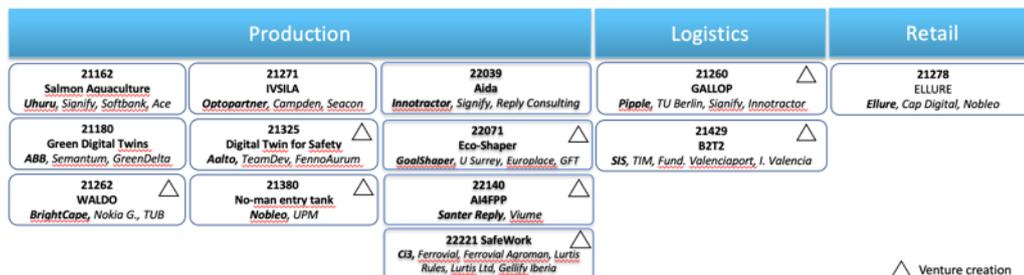


Figure 11: Digital Industry portfolio 2021-2022.

Digital Cities: The Digital Cities focus area leverages the digital transformation of the cities through centralized, participative and collaborative interactions between city actors: government, city service providers, industry, citizens, making European cities more participative, liveable and sustainable. The portfolio of 12 Activities selected for Digital Cities innovation area (Figure 12) comprises an investment of €10.2 millions, of which €4.5

millions is the EIT contribution, and will result in 15 new products/services delivered to the market as well as 8 new ventures incorporated.

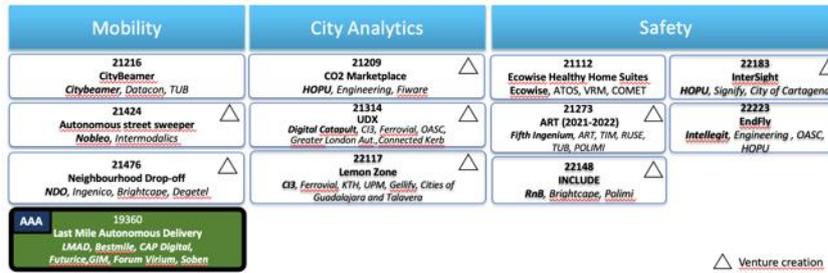


Figure 12: Digital Cities portfolio 2021-2022.

Digital Wellbeing: Slowing down the healthcare costs is a key driver for innovation in the health domain. The objective for Digital Wellbeing focus area is to lower the demand for cure and long-time care allowing the youth, the working professional, and the elderly to maintain a good quality of life. Both physical and mental wellbeing are considered. The portfolio of 13 Activities selected for Digital Wellbeing (Figure 13) innovation area comprises an investment of €7.1 millions, of which €3.1 millions is the EIT contribution, and will result in 12 new products/services delivered to the market as well as 9 new ventures incorporated.

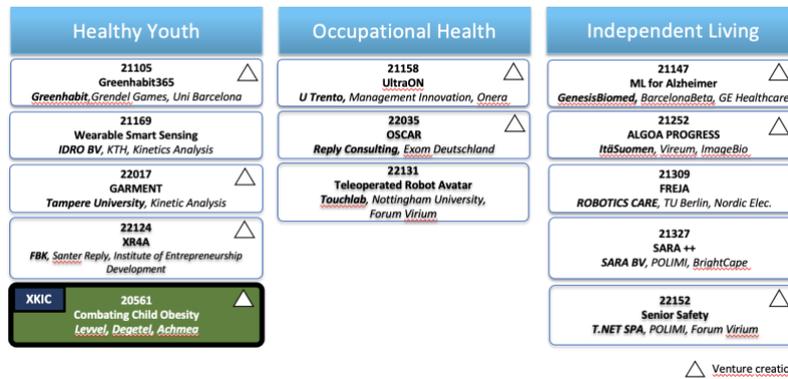


Figure 13: Digital Wellbeing portfolio 2021-2022.

Digital Finance: The Digital Finance focus area works on the disruption of financial transactions and institutions with technologies that allow transparency, efficiency, security and trust. Our efforts in driving the digital transformation of the financial industry concentrate on the future of the retail banking, digital wealth management, and modernized corporate banking and insurance. The portfolio of 14 Activities selected for Digital Finance innovation area (Figure 14) comprises an investment of €11.6 millions, of which €3.7 millions is the EIT contribution, and will result in 14 new products/services delivered to the market as well as 8 new ventures incorporated.



Figure 14: Digital Finance portfolio 2021-2022.

In 2021-2022, the activities composition for innovation areas is mainly based on the open calls for proposals, respectively branded ‘EIT Digital 2021’ and ‘EIT Digital 2022’, for which the selection process is described in detail in Section 1.2.

The Financial Sustainability strategy is a key priority of EIT Digital. It is integrated in each innovation activity with the requirement to provide a mechanism to contribute to the KIC’s sustainability. Our sustainability strategy is based on several components: co-investment from partners, income generation and construction of strong assets through the equity portfolio. Aligned with our sustainability strategy, we launched an action plan for engaging with investors to support our ventures. As a result, as of mid-2021, over €1 million is committed in co-funding by private investors in 2022 innovation activity ventures. This is a strong result of our investor engagement efforts to diversify the sources of funding for the Innovation Factory.

In order to ensure successful delivery on impact and sustainability commitments across each focus area, next to the formal reporting conducted throughout the activity execution by the EIT Digital Operations, the Innovation Factory has established an internal continuous monitoring process as well as a budget assessment for proper utilization of the allocated resources. Our local teams (typically CLC Managers) perform monthly follow-up conversations with the activities associated to their node, guided by a checklist questionnaire to track progress towards activity milestones and flag deviations. In turn, the Innovation Leaders regularly analyse the entire portfolio to detect underperforming activities early and define mitigation plans to deal with deviations adequately and in a timely manner. Every activity is also requested to define a specific risk register and mitigation strategies as part of the original proposal. The overall responsibility of managing these risks at the activity level lies with the Activity Leaders. The effects of the monitoring efforts are visible in a steady improvement of the portfolio performance. In addition, the innovation team evaluates the activities from the investor’s perspective, identifies success stories and ensures community building through quarterly meetings with activities within the same innovation area. In line with the EIT Innovation Principles, the activities are also requested to prepare the communication and dissemination plan and enhance the visibility of our innovation portfolio.

Work package number	3	Lead beneficiary					EIT Digital Accelerator IVZW
Work package title	Entrepreneurship						
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital UK	EIT Digital France	EIT Digital Finland	EIT Digital Italy	EIT Digital Accelerator	
Person months per participant (KIC LE, CLCs):	46,9	66	99,8	24,8	41,8	66,24	
Start month	01/2021			End month	12/2022		

Objectives The core of this WP is the EIT Digital Accelerator providing growth support for European deep tech scale-ups. This addresses an important European challenge of building dominant players in the digital space, which can shape the global digital markets and positively impact growth and employment in Europe. Our distributed team of business developers and access to finance specialists in the EIT Digital Nodes provides hands-on support to deep tech scale-ups, leveraging on direct access to a pan-European network of over 800 corporate customers and over 500 private investors (venture capital and corporate venture). The EIT Digital Accelerator integrates the Sourcing and Access to Market, the Access to Finance and the EIT Digital Challenge activities. Over the years, these activities have been considered strategic for the EIT Digital Accelerator to

boost its performance and create financial sustainability opportunities, thus, they have been selected internally to be executed also in the 2021-2022 timeframe.

Description of work

Sourcing and Access to Market: In 2021, the Accelerator introduced a new structure aimed at streamlining and strengthening its sourcing of scale-ups with a dedicated team as well as having a more agile and focused Access to Market (A2M) team. The two teams will count on a total of 12 international business developers – serial entrepreneurs, business consultants, industry experts – who know what it takes to identify and bring a business to the next level. With years of international experience, a deep understanding of digital technologies as well as the cultural particularities of the various European markets, they help scaleups to make the right decisions.

The sourcing team focuses on driving the pipeline of scale-ups admissions. The focus is on ambitious, impactful scale-ups with rapid growth and serious Access-to-Finance needs. With the sourcing team focused on identifying those scaleups in Europe, we are able to do a much better selection of these companies.

The contracting of scale-ups for our value-added services requires substantial preparation efforts in view of the commitment required to successfully take advantage of our 12-months active acceleration. The Accelerator uses the following process with four gates to admit a company. In Gate 0, the Lead Business Developer and A2F specialist review a company and perform the necessary due diligence. The CEO of the scale-up is then invited to an admission call with a representation of the Accelerator team, typically between 3 to 6 team members from various countries. The scale-up CEO pitches the business with Q&A, which concludes Gate 1. The Head of the Accelerator decides on go-no-go to Gate 2. This internal gate is in the hands of the EIT Digital CSO who makes a decision based on the input and documentation of the core team. Gate 3 is decided by the Management Committee of EIT Digital. If the scale-up is admitted in Gate 3, it goes to the final funnel stage for closing the admission.

The A2M team delivers one of the acceleration services by supporting companies with qualified lead generation via targeted one-to-one warm introductions, events, and meetings across Europe. They also help develop and define the go-to-market strategy and facilitate soft landings in new countries, and continue follow-up, beyond the 12 months of contractual acceleration, to support the scale-ups in the pursuit of the initiated deals. In 2021-2022, the A2M team will be generating more than 2,500 market leads for the supported scale-ups, while still following up on the leads enabled in previous years. More than 80% of the leads will be international, outside of the home country of the scale-up. The Accelerator's role to facilitate access to market implies that the success in closing deals remains with the scale-ups. The Accelerator's success fee linked to the scaleup's ability to close deals leads to progressive focus on contracting higher quality scaleups with strong readiness to scale their A2M effort across Europe. In 2021-2022, we intend to boost the A2M in both online and offline one-to-one and corporate matchmakings in the following countries/regions: Nordics, Germany, UK, Benelux, France, Italy and Spain.

Access to Finance: The Access to Finance (A2F) service helps scale-ups to raise financing rounds between €2-20m (A-B rounds), for companies having typically 1-5M€ revenues, and that have already raised a first seed round, usually below 1M€. Such a service is highly valuable for deep tech companies in Europe, which usually struggle to demonstrate to investors the value they have built so far, and usually do not have a strong revenue growth curve to look really appealing to investors yet. Our team of technology financing specialists knows what it takes for digital ventures to secure funding from professional venture capital investors. Our knowledge of the funding process and deep understanding of investors' requirements are perceived as extremely valuable by the CEOs of the supported scaleups and help them tailor their pitch which is essential when speaking to business minded investors. In 2021-2022, the A2F team consists of 5 financing specialists located across Europe in the regions with highest concentration of investors and scale-ups' access to finance demand. Our

pan-European team offers direct access to an unrivalled network of more than 1,000 digital technology venture capital providers and corporate venture investors. Close relationships with European and global funds and corporates let us connect our supported scaleups to the most appropriate investors, improving outcomes and dramatically reducing time and effort to get the financing done.

To contribute to the EIT Digital's sustainability strategy, scale-ups that benefit from the services of the Accelerator compensate EIT Digital for the provisioning of these services in the following way: a base fee of 48k€ per year is paid for the access to the base Accelerator services. For each deal facilitated via the A2M service, a variable success fee of up to 10% of the deal value will be added to the base fee. For each investment deal facilitated via the A2F service, a success fee of 2% on the fundraising will be applied. In the calculations, a "reimbursement percentage" has been introduced to account for the likelihood that some scaleup companies will ultimately not be able to pay the fees and to reflect that in some cases only a part of the transaction has been influenced by the EIT Digital Accelerator. The current expectation is to sell the Accelerator services to more than 45 new companies in 2021-2022, and to support an overall portfolio of 84 scale-ups. The number of A2F investments is expected to increase to a total of €100m with an average deal size of around €5m. In 2021-2022, we expect to invoice €3m to the scaleups and to receive €2.75m in total income.

The improved performance of the Accelerator is due to several factors. One is the result of the new structure of the team (Sourcing, Access to Market, Access to Finance) in an effort that we call "focus & deliver", and its professional approach. The team also extensively uses dedicated tooling, such as the HubSpot CRM or the DealRoom and Pitchbook data sources. In addition, in 2021 we used the CRM in order to share data and leads between the Node teams and the Accelerator team, making our Matrix structure (areas/Nodes) collaborate and deliver much better.

Next to the formal reporting conducted throughout the execution year by the EIT Digital Operations, the Accelerator team has established an internal continuous monitoring process. On monthly basis, the Head of Accelerator presents progress reports to the EIT Digital Management Committee, containing information about the year-to-date achievements with respects to the original targets. These include the sourcing funnel, due diligence, the negotiation and contracting status, A2M deals and A2F fundraising pipeline, and the total base fee invoiced for the admission to the Accelerator program as well as success fees invoiced for A2M and A2F services. These internal monitoring process ensures successful and timely delivery on the EIT Digital Accelerator's commitments.

EIT Digital Challenge: The EIT Digital Challenge is a pan-European contest to identify the most promising digital scale-ups in Europe and support them through the EIT Digital Accelerator. Since its first edition in 2014, the Challenge has attracted over 2,900 deep tech companies from 35 countries. The award package nowadays consists of a single cash prize of 100k€, and the top three Challenge winners get to join the Accelerator free of charge for a full year, with the 48k€ base fee waived. Yet, the winners' contract requires paying success fees for A2M and A2F deals facilitated by the Accelerator. In addition, the Accelerator team has a target to sign up several of the finalists that did not win. As a result, the Challenge directly contributes to EIT Digital's sustainability strategy, while improving the selection and integration of companies into the Accelerator. The Challenge represents the biggest annual marketing campaign of the Accelerator and has an excellent performance track record. In 2021, the Challenge attracted a record number of 409 submissions from 33 countries. The average scaleup applicant has €1.1m in revenues in its last fiscal year, has raised €3m of funds, and employs 18 people. Particular attention is paid to attract women entrepreneurs through targeted sourcing, in campaigns aimed at identifying women led scaleups to join the Accelerator. This resulted in a record-breaking number of 163 (40%) female founder/CxO led scaleups applying to the Challenge in 2021.

The selection process of the EIT Digital Challenge is designed to create an open, accountable, and multi-step selection process based solely on the merit of the application. The process consists of the following stages. First, the core Challenge team performs the necessary due diligence to validate that each company meets the eligibility criteria in terms of technology, business metrics and Challenge terms and conditions. Then, an A2M

business developer, A2F specialist and sourcing specialist perform online evaluation on each eligible company and provide a qualitative and quantitative feedback with scoring on different evaluation criteria. Based on the results of the online evaluation, the core Challenge team selects up to 50 companies to be invited for the due diligence calls to pitch the business to 4-6 Accelerator team members from various countries. The Accelerator team gets the opportunity to clarify any questions and validate the information submitted in the application form. A shortlist of 20 proposed finalists and up to 10 runners-up is prepared by the core Challenge team and discussed with the EIT Digital CSO, in preparation for the presentation to the Management Committee of EIT Digital, which makes the ultimate decision on the final selection of the 20 companies to be invited to participate in the final event. In the end, the 20 selected finalists are invited to the final Challenge event, where each company gets to pitch in front of and have a Q&A session with a panel of external jury members (key opinion leaders in the innovation ecosystem, corporates and VC investors) who independently evaluate and collectively decide on choosing the top 3 winners.

In addition to the Challenge marketing campaign, the Accelerator continuously creates new marketing material and engaging content throughout the year, supporting the promotion and scouting of scale-ups. In 2021-2022, these activities will be further aligned to provide high quality scaleup leads and strengthen the EIT Digital Accelerator brand. In the recent years, the EIT Digital Accelerator has been recognised among the top European Accelerators based on the ranking of UBI Global and Startup Heatmap Europe. Our ambition for the EIT Digital Accelerator is to continue being identified as one of the leading public business accelerators worldwide.

Work package number	4	Lead beneficiary						EIT Digital IVZW
Work package title	EIT RIS							
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital France	EIT Digital Finland	EIT Digital Italy	EIT Digital Spain	EIT Digital Hungary	EIT Digital Accelerator	
Person months per participant (KIC LE, CLCs):	131,5	19,7	6	75,4	95,4	59,7	34,4	
Start month	01/2021			End month	12/2022			

Objectives

The RIS WP groups innovation and education activities executed by EIT Digital in RIS countries. The WP aims at expanding the outreach of the KIC in RIS countries by supporting partner and ecosystem management activities, communication, dissemination and stakeholder engagement initiatives as well as increasing the engagement of students, innovators and entrepreneurs from RIS countries in EIT Digital activities; this is done via a number of support and engagement activities such as a specific scholarship support programme for the EIT Digital Master School, the RIS Venture Program or specific I&E Education initiatives.

Description of work

On the Innovation side, there are several innovation activities in the 2021-2022 portfolio that have a clear focus on RIS countries. This can include pilot customers, launching markets, new ventures incorporated in RIS countries and activity teams with a strong presence in RIS areas. Examples of such innovation activities in the 2021-2022 portfolio are: 19361 – Pay with a Smile (AAA), 21252 – Algoa Progress, 22144 – Scaling Snowpack

and 22145 – VisionAnchor. The selection of Education and Innovation activities is embedded in the yearly open calls for proposals, respectively branded ‘EIT Digital 2021’ and ‘EIT Digital 2022’, for which the selection process is described in detail in Section 1.2. Differently, the Entrepreneurship activities, including contribution to the EIT Digital Accelerator and the EIT Digital Venture program, have been considered strategic for EIT Digital to boost its performance and create financial sustainability opportunities, thus, they have been selected internally to be executed also in the 2021-2022 timeframe.

On the Entrepreneurship side, scale-ups in RIS countries are provided with the means to grow internationally by connecting them to the EIT Digital Accelerator, and local entrepreneurial talents are supported through the RIS Venture Program. The Venture Program represents an ambitious trajectory that takes entrepreneurs with a brilliant idea from concept to MVP (TRL 5-6), market validation and creation of a deep tech venture. Entrepreneurs also get business development help from top international experts and attract first investors. The 5 editions of 2020 (Western and Eastern Balkans, Baltics, Portugal & Malta, CEE) attracted 302 applications and 33 Growth Package winners. In 2021-2022, we plan to maintain the same number of editions as in 2020 and create 50 new ventures. In line with the financial sustainability strategy, in exchange for the provided services and support, EIT Digital takes a 5% equity in the established ventures in RIS countries.

The EIT Digital Venture Program selection process is a sound stage-gated evaluation procedure that takes place for each of the regional editions. The selection panel is composed of external experts together with an EIT Digital team and a regional partner team. The first evaluation process (Growth Package) comprises the following steps. First, each expert of the panel performs an individual assessment of the key parameters such as team, market, technology, product, impact, and risk. The subsequent consensus meeting based on the individual reviews serves to shortlist the applications. Then the panel hosts a conference call and Q&A session with the shortlisted teams to clarify any questions and validate the information submitted in the application form. Lastly, during the final consensus meeting, the panel selects the Growth Package winners. Teams that successfully incorporate the venture on time and present a strong MVP, qualify for the first tranche of the final prize. For the second evaluation process (final prize stage 1), each expert of the panel individually evaluates the key aspects pertinent to this stage, and the finalists are selected by the panel at the subsequent consensus meeting. During the third evaluation process (final prize stage 2), the EIT Digital team evaluates eligibility for the second tranche of the final prize based on the evidence provided by the first 10 ventures across all regions that had received the first tranche and raised at least €50k of private investments or grants before the end of the program.

On the Education side, the focus on RIS countries has increased over the past few years. This includes dedicated recruitment marketing campaigns to generate leads and attract more students from RIS countries as well as new partnerships and collaboration with higher education institutions and organizations based in RIS countries. Recruitment events and marketing campaigns with a specific focus on RIS countries will be organised by the Master School and Professional School to attract an increasing number of students from RIS countries in our Master programmes and boost the participation of professionals from RIS countries to the courses in our Professional School portfolio, in particular the courses organised in Budapest. Tallinn Technical University (Estonia) and Universitatea Babeş-Bolyai (Romania) have recently joined EIT Digital as members and will be involved soon in the running activities of the Entrepreneurial Academy. Following these examples, we plan to engage more universities from RIS countries in our education offer in future. Additionally, an increasing number of summer schools will be organized in RIS countries in 2021-2022 in comparison to the past few years. In 2021, 2 summer schools will be run by partners from RIS countries (‘Personalized Prevention from Data to Wellbeing’ in Estonia and ‘Digital Transformation for Resilient Cities’ in Slovenia), while 3 summer schools will be organised in RIS countries in 2022 (‘e-Health: Personalized Prevention’ in Estonia, ‘Digital Transformation’ in Slovenia, and ‘Cybersecurity for Blockchain’ in Portugal).

Work package number	5			Lead beneficiary			EIT Digital IVZW	
Work package title	Management/ Ecosystem and Communication, Dissemination of results							
Short name of participant (KIC LE, CLCs)	EIT IVZW	EIT Digital SV	EIT Digital UK	EIT Digital France	EIT Digital Finland	EIT Digital Sweden	EIT Digital Netherlands	EIT Digital Hungary
Person months per participant (KIC LE, CLCs):	199,5	1,8	78,5	48	48	64,1	62,3	4,4
Start month	01/2021			End month	12/2022			

Objectives

The Work Package addresses several aspects of the KIC core functions, such as management, and ecosystem as well as communication and dissemination.

The management task is to provide the operational and financial infrastructure for the KIC Legal Entity to perform the responsibilities assigned to it by the Framework Partnership Agreement and Specific Grant Agreement between EIT and the KIC, in addition include the continuous streamlining and professionalization of the core processes.

The ecosystem task is to support and grow a Pan-European infrastructure, where local ecosystems are linked to collaborate in the fields of education, innovation and entrepreneurship.

The EIT Digital Communication has the objective to position EIT Digital as the leading European organisation driving Europe's digital transformation and as a key player on the map of innovation, entrepreneurship, and education. The key actions implemented aim at enhancing the awareness of and engagement with our target audiences and to implement a strategy of influence. The main drivers for our communications work are: strategy and business goals set in the current EIT Digital Strategic Innovation Agenda (SIA); reinforce EU institutional stakeholders' awareness about EIT and EIT Digital's impact; strengthen the relationship with existing partners in our ecosystem; enhance engagement with thought leaders in the field of innovation and education, but also with potential EIT Digital customers and partners; engage with new audiences, and; mirror the evolution of the key focus areas in content delivery and project management.

Description of work

Management

One of the main activities under this Work Package is the KIC Coordination Activity (11452), which provides operational and financial infrastructure for the KIC Legal Entity to perform the responsibilities assigned to it by the Partnership Agreement and the Grant Agreement between EIT and the KIC. Additional activities performed within this task also include the continuous streamlining and professionalization of the core processes. The CxO staff and Supervisory Board are included in this Work Package; for the period 2021 and 2022, the compensation of the Independent Directors, including the Chairman of the Supervisory Board, for the execution of their mandate, amounts to € 120k/year. The living and travel expenses will be reimbursed in accordance with EIT Digital's travel policy. The KIC Coordination Activity also includes the statutory auditors of the Association, Van Havermaet Bedrijfsrevisoren CVBA.

Also, a provision is made for the involvement of external consultants that will assist the KIC in the development of its strategy and specific EIT requests in this area.

EIT Digital uses various IT applications to support its processes. PromiseSuite is the ERP system performing all Activity and Partner management functions. It provides automated interfaces to upload the Business Plan structured information and Cost and Performance report structured information into EIT's Duna SharePoint. PromiseSuite also supports all procurement related processes for the KIC LE, the Node LEs and those partners that do not have dedicated procurement systems. For its internal operations, EIT Digital IVZW, the EIT Digital Node LEs, EIT Digital Silicon Valley, EIT Digital Accelerator IVZW and the EIT Digital Education Foundation use EasyForm for order processing and invoice handling. This system is integrated with EIT Digital's Office Automation system Office 365 provided by Microsoft. For professional video conferencing, the LifeSize cloud infrastructure is used. We employ an IT specialist to maintain and operate these systems. The legal counsel, with the support of the CFO, Head of HR and IT Analyst ensures the GDPR compliance of the KIC LE and Node LE's and its systems.

EIT Digital uses various service providers for providing financial and project management administration, legal and HRM services. Finally, office administration costs linked to the operations of the EIT Digital Headquarters in Brussels are part of this Activity.

Ecosystem

EIT Digital is embedded in local ecosystems by means of its nine Nodes in Berlin, Budapest, Eindhoven, Helsinki, London, Madrid, Paris, Stockholm and Trento with their physical co-location centres (CLCs) and Satellite locations in Amsterdam, Antwerp, Braga, Edinburgh, Milan, Munich, Rennes, Sophia-Antipolis and the EIT Digital Hub in Silicon Valley. In addition, new Satellite locations are being established in Tallinn, Athens and Ljubljana.

The EIT budget supports Node operations, including one Co-Location Centre (CLC) per Node and an efficient staffing plan that includes a Director per Node and support staff shared between Nodes at a regional level. CLCs serve as catalysts for Knowledge Triangle Integration as they typically host Innovation Activity teams, innovation & education activities (including DTCs), and supported Accelerator scale-ups. At CLCs and beyond, Nodes deliver ambitious outreach and collaboration activities through hosted events, team working sessions, media activities and matchmaking sessions. When interacting with our local partners, we increasingly engage at C-level to ensure support from the key decision-makers in the organization.

The main objective for 2021-2022 is to continue to strengthen the financial sustainability of our Nodes, by increasingly engaging with national, regional and local governments and other relevant funding organisations. We are establishing new Satellite locations in RIS countries, fully supported by local partners and organizations. In addition to the financial sustainability, the focus will also be on expanding the existing nodes with new partners, mainly from industry.

Communication and Dissemination Tasks

- Our key actions implemented aim at enhancing the awareness of and engagement with our target audiences and to implement a strategy of influence with the following tool pack:
- **Branding:** Our cohesive brand style and tone of voice across all brand touchpoints emphasises EIT Digital's role as an active member of the EIT Community and to drive Europe's digital transformation as well as a key player on the map of innovation, entrepreneurship and education among its stakeholders by increasing their awareness of the results of EIT Digital activities and their impact. The communications function will pursue the dissemination of the global brand image and content management through a more disruptive approach since the fundamentals of the EIT Digital brand are established, and our brand has entered a "maturity" phase with significant recognition.
- **Traditional media:** Continue to engage with fewer media outlets but capitalize on those reaching target audiences and achieve the broadest possible outreach. Collaboration with carefully selected PR agencies

will help amplify the organisation’s message in particular in countries where EIT Digital has no physical presence (especially in the RIS Countries).

- **Events:** Capitalize on established event formats like Innovation Days and EIT Digital’s annual conference, and further develop the format for larger audience online events. The possibility to use online events as dissemination platforms will stay subject to the general COVID-19 situation for at least the first half of 2022.
- **Social Media:** Leverage engagement and moderation of key communities from industry, institutions, and the academy through organic and paid campaigns. Move increasingly from unidirectional communication towards engaging dialogues. Continue use of INSTAGRAM and YOUTUBE to reach unmet audiences, e.g. with the Makers & Shapers video series and tactical and professional use of paid campaigns to promote carefully selected initiatives and activities (e.g. Annual Call of Proposals, EIT Digital Challenge, Academy Recruitment).
- **Website:** Apply and constantly enhance a customer-centric approach, facilitating the user journey and reflecting stakeholder needs rather than organisational structural considerations. The website renewal finalized in H1 2021 provides a solid basis for this and further improvement.
- **Key Stakeholder Projects:** Continue capitalising on Makers and Shapers video series (first edition launched in H1 2020 and followed by second in H2 2021), create bespoke policy perspective reports to position EIT Digital as an influencer and thought leader, as well as, attending in various Cross-KIC Activities, among others, Call for Higher Education Institutions (HEI), New European Bauhaus initiative and Innovation Impact Artificial Intelligence activity as well as EIT Digital – European Innovation Council collaboration in 2022 – all enhancing EIT’s reputation as a whole.

Work package number	6	Lead beneficiary					EIT Digital IVZW	
Work package title	Cross-KIC Thematic Innovation activities							
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW							
Person months per participant (KIC LE, CLCs):	66							
Start month	01/2021			End month	12/2022			

Objectives

The main objective of this Work package is to develop thematic innovation activities on topics that are relevant for more than one EIT Innovation Community. These thematic, impact-driven, activities were started in 2020 and will be concluded in 2022. In particular, EIT Digital will support all the three cross-KIC thematic Innovation activities defined by the EIT together with the KICs: Cross-KIC Water Scarcity, Cross-KIC Child Obesity and Cross-KIC Digitized Production. A common characteristic of these activities is the strong focus on European societal challenges that can be tackled by the joint action and domain expertise of more than one KIC.

Description of work

Cross-KIC Water Scarcity – TI

The Cross-KIC Water Scarcity Segment includes the finding of innovative solutions for water scarcity in Southern Europe Activity. The Activity aims at promoting the creation of a water saving economy across Southern Europe, where water scarcity is of major concern. This can only be achieved by engaging all type of stakeholders, from citizens to entrepreneurs, researchers, bigger industrial players and also public actors. The cross-KIC activity will promote the implementation of this water-saving culture by different players by supporting the growth of innovative SMEs and the demonstration of their solutions, and promoting the networking among SMEs, EIT KIC partners, investors and public bodies. EIT Digital will enable the adoption of digital solutions in the fight against water scarcity and will also support the goal of becoming a relevant group / stakeholder regarding regulatory processes in Brussels, working towards the adoption of suitable regulations for idiosyncrasies of the South of Europe.

Cross-KIC Child Obesity - TI

The Cross-KIC Child Obesity Segment includes the Combating Child Obesity Activity run jointly by EIT Digital and EIT Health. The Activity aims at reducing child obesity and the burden of the disease at the societal and individual level. The Activity will be executed in collaboration with Partner of both KICs representing leading Universities, RTOs, Corporates and SMEs both in the healthcare and digital domain. The ultimate objective of this collaboration is to challenge the business and scientific (digital and health) communities of the European countries to implement effective and cost-effective digital solutions, through the use of innovative technologies, that reduce the incidence, prevalence and societal impact of child obesity in Europe. A new venture will be created by the Activity. The venture will finalize and clinically validate the product *Think Slim for Kids*, which is an AI algorithm based on cognitive behavioral therapy, designed to learn from and personally intervene on unhealthy eating behavior via a serious gaming app.

Cross-KIC Digitized Production – TI

The Cross-KIC Digitized Production Segment includes the End-to-end digitized production test beds Activity led by EIT Manufacturing and run jointly with EIT Digital and EIT Food. The Activity demonstrates the benefits of digital transformation across sectors. After executing digitised, customer-centric, end-to-end scenarios at the food & beverage sector, the Activity will be able to highlight the benefits of digitisation and engage with SMEs from various sectors. The Activity represents an enormous opportunity to exploit synergies between different KICs and address one of the key priorities of the European Commission: the European Commission's digitization strategy attributes Europe a leading role in the development of digital platforms for industry. Integrated manufacturing eco-systems need to come up with customer satisfaction and environmentally friendly production as the leading principles. As a result, the Activity will contribute to maintaining and increasing the competitiveness of the European Industry. After the successful fact-finding and conceptualization phase in 2020, we will in 2021 jointly implement actual testbeds related to the food sector and explore needs in additional industries.

Table 3.1c List of WP Deliverables

Deliverable (number)	Deliverable name and short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D1	Call information and documentation – a report including the Call document, Call results and statistics and the ranking list of activities (as	WP1	EIT Digital IVZW	R	P	12 24

	per 19329 and 19330 KAVA and list of mandatory deliverables)					
D2	Entrepreneurship Academy report – a report on the implementation of the four Schools considering the objectives and targets of the Schools, talent attraction and private/ public cooperation	WP1	EIT Digital IVZW	R	P	24
D3	Commercialization Strategy and Financial Sustainability - Report on the Commercialization Strategy and Financial Sustainability Mechanisms of the Innovation Factory	WP2	EIT Digital IVZW	R	P	24
D4	Innovation Factory report – a report on the implementation of the innovation portfolio	WP2	EIT Digital IVZW	R	P	24
D5	EIT Digital Accelerator report – a report on the overall activities of the EIT Digital Accelerator considering the objectives and target of the BP	WP3	EIT Digital IVZW	R	P	24
D6	EIT Digital RIS report – a report summarizing the education, innovation and entrepreneurship activities including the Venture Program	WP4	EIT Digital IVZW	R	P	24
D7	Report on management activities – a report summarizing business portfolio management, including horizontal activities contributing to the Financial Sustainability of the KIC, compliance with good governance principles, KAVA selection progress	WP5	EIT Digital IVZW	R	P	24
D8	Communication and Dissemination – a report on all Dissemination, Communication and stakeholder engagement activities and efforts covering all portfolio activities	WP5	EIT Digital IVZW	R	P	24
D9	Stakeholder Calendar 2021-2022 (as per KAVA 11170)	WP5	EIT Digital IVZW	R	P	12 24
D10	Events Calendar 2021-2022 (as per KAVA 11170 and list of mandatory deliverables)	WP5	EIT Digital IVZW	R	P	12 24
D11	Press releases, news items and accompanying communications materials (as per KAVA 11170 and list of mandatory deliverables)	WP5	EIT Digital IVZW	R	P	24
D12	Cross-KIC Thematic Innovations – a report on the implementation of X-KIC Thematic Innovations activities	WP6	EIT Digital IVZW	R	P	24

Table 3.1d Critical risks for implementation

Description of risk (indicate level of (i) likelihood and (ii) severity: Low/Medium/High)			Work package(s) involved	Proposed risk-mitigation measures mitigating factor(s)
Key risk	Likelihood	Severity		
Bankruptcy of partner	Low	High	WP1-WP6	Staged pre-financing (per quarter whereby last quarter after submission of the Cost Report).
Partner leaving EIT Digital	Low	Medium	WP1-WP6	Increased effort to attract new partners aligned with strategy; as our internal agreement with the partner keeps the financial obligations intact, there is no financial risk for the current business year.
Non-performance of partner in an Activity	Medium	Medium	WP1-WP6	The responsibility of the performance of an Activity is with a partner (Activity Lead). EIT Digital by-laws define the formal obligations, the internal grant agreement the effect on the partner grant in case of cost changes. On a pragmatic level, cause analysis, roadblock removals by the Innovation Leader, School Head and/or the operations team, escalation to MC.
Non-performance of Activity	Medium	Medium	WP1-WP6	The responsibility of the performance of an Activity is with a partner (Activity Lead). EIT Digital By-laws define the formal obligations. On a pragmatic level, cause analysis, roadblock removals by Innovation Leader, School Head and/or the operations team, escalation to MC.
Non-performance of a coached startup/scaleup	Low	Medium/Low	WP3	A 3-step stage gating process for the admission process to eliminate risky startups, special coaching by business development team.
Delays in filling open positions	Medium	Medium	WP5	Support by external HR agency.
Departure of key persons	Low	Low	WP5	Close monitoring of replacement process.
Delay of sustainability revenue ramp-up	Medium	High	WP2, WP4, WP6	Cause analysis, sustainability strategy revision for the delayed income streams and compensation by other sources. Quarterly revenue reporting framework (with a 3-year outlook) will be developed to ensure proper monitoring and early identification of hurdles and delays.
Late signing of agreements	Medium	High	WP1, WP2, WP4, WP6	Roadblock removal by Management team; possible reduction of scope if Activity starts late - handled in Amendment. By-laws contain in section 9.2 a provision to start Activity-related work already before the formal completion of signatures, once the Business Plan budget has been confirmed by EIT in writing.
Under-spending	High	Medium	WP1-WP6	By actual cost reporting the co-funding budget is used first to create an incentive to re-forecast the budget with the Amendment; special coaching by operations team.
Type of UK participation in Horizon Europe (HE)	Medium	High	WP1-WP6	Inform Partners of the possible consequences of the type of participation in HE. EIT Digital assesses the impact on its grant allocation.

In 2021, EIT Digital entered its 11th full year of operation. Therefore, many unexpected and/or unplanned incidents affecting the KIC operations and target achievements have been encountered and successfully dealt with. KIC internal processes and organisation have been evolved to not only be more efficient and to improve the quality of results, but also to deal with any risks materializing early on and thus mitigate their impact. The formal agreements with partners clearly define the operational and contractual framework for addressing any issues. In particular, the annexes A, C, D, E and F of the EIT Digital by-laws include partner obligations and conflict resolution mechanisms, and the internal Partner Agreements include procedures to e.g. maintain the single reimbursement rate defined by EIT on the basis of the initial (non-amended) Business Plan in case of changes to the scope and budget of the tasks a partner is involved in.

In Table 3.1d EIT Digital provides its risk register to be used for the 2021 Operations. In addition to these KIC level risks, every Activity has defined its own Activity-specific risk register as part of the Activity proposal. The overall responsibility of managing risks lies with the management committee and ultimately with the CEO. On KAVA level, the Activity leaders are responsible for managing risks affecting their Activity. The defined formal reporting structure and the management meetings schedule ensure that risks are identified early and dealt with adequately. This is particularly relevant for Activities involving partners that newly joined in 2021. Formal reporting is required for each quarter and aggregates reports in the various levels: tasks (reporting to Activity Leaders), Activities (reporting to Innovation Leaders and Heads of Schools), and Innovation Leaders, Heads of Schools and Head of the Accelerator (reporting to the MC). Next to the formal reporting, regular monitoring as described above will identify risks early and help in implementing mitigation measures.

As of 2018, EIT Digital has initiated a continuous monitoring process of all the Activities and budgets to ensure proper utilization of the allocated budget. As of December 2019, this process has been further improved thanks to the involvement of a full time CFO who ensures strong monitoring and control over the financial pillar. The C-level management performs a monthly review of the status, for each budget entry a risk level is defined (together with mitigation measures, when needed) and clear roles and accountabilities are assigned to KICs' senior level management in order to ensure proper ownership and execution. The effects of the monitoring are visible in a steady improvement of the budget absorption Year over Year.

Table 3.1e: Summary of KIC and CLCs staff effort

	WP1	WP2	WP3	WP4	WP5	WP6	Total Person-Months per Participant
EIT Digital IVZW	314,7	379,4	46,9	131,5	199,5	66	1138,0
EIT Digital Accelerator IVZW	3,8	26,9	66,2	34,4	0	0	131,3
EIT Digital Finland	9,9	0	24,8	6	43,6	0	84,3
EIT Digital France	0	0	99,8	19,7	48	0	167,5
EIT Digital Germany	0	0	0	0	0	0	0,00
EIT Digital Hungary	0	0	0	59,7	4,4	0	64,1
EIT Digital Italy	0	10,5	41,8	75,4	0	0	127,7
EIT Digital Netherlands	23	0	0	0	62,3	0	85,3
EIT Digital Silicon Valley	0	0	0	0	1,8	0	1,8
EIT Digital Spain	24	0	0	95,4	0	0	119,4
EIT Digital Sweden	0	0	0	0	64,1	0	64,1
EIT Digital UK	0	12,2	66	0	78,5	0	156,7
Total Person Months	375,4	429	345,5	422,1	502,2	66	2140,2

Table 3.1f: 'Subcontracting costs' items

WP 1. Education		
	Cost (€)	Description of tasks and justification
Subcontracting	175.734	Sub-contracting costs dedicated to support the Summer Schools, speakers and external experts and course development in an online setup. Further details in Annex I.
WP 2. Innovation and Research		
	Cost (€)	Description of tasks and justification
Subcontracting	1.424.226	Implementation support for 34 KAVAs. Specific details for each KAVA are available in Annex I.
WP 3. Entrepreneurship		
	Cost (€)	Description of tasks and justification
Subcontracting	517.973	These are the operational components for the rental agreements of the CLC's. For a detailed description please refer to the Node Activity Plans.
WP 4. EIT RIS		
	Cost (€)	Description of tasks and justification
Subcontracting	837.492	Implementation support for 5 KAVAs. Specific details for each KAVA are available in Annex I. Rental costs for RIS CLCs and expending the ecosystem. Further details in Annex I.
WP 5. Management/ Ecosystem and Communication, Dissemination of results		
	Cost (€)	Description of tasks and justification
Subcontracting	824.903	Rental costs for RIS CLCs. Further details in Annex I.
WP 6. Cross-KIC		
	Cost (€)	Description of tasks and justification
Subcontracting	21.000	Implementation of Finding innovative solutions for water scarcity in Southern Europe. Further details in Annex I.

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

WP 1. Education		
	Cost (€)	Justification
Travel and subsistence	0	
Equipment	0	
Other goods, works and services	1.410.769	The reservation will be used for marketing outreach, sales and recruitment. The split is as follows: Online marketing – to include education portals, social media paid advertising, search engine management (paid campaigns such as banner ads), search engine optimization (link building, content management), email marketing. Offline marketing – to include education fairs and expos, innovation games, local info sessions. Recruitment and marketing tools – Customer Relationship Management (CRM) and Student Ambassador program Furthermore, it will cover costs of the kick-off and graduation ceremony of the Doctoral School, the costs

		linked to the execution of EIT Digital 2021 (e.g. brokerage events organisation), the costs for the Moodle Platform used for the I&E education, as well as reservation for costs incurred to support the execution of educational activities in Silicon Valley and organised by the EIT Digital Alumni Community. Lastly a reservation for the EIT Digital Alumni Foundation including legal, admin and IT support, IT material and equipment. Further details in Annex I.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	1.410.769	

WP 2. Innovation and Research

	Cost (€)	Justification
Travel and subsistence	0	
Equipment	0	
Other goods, works and services	3.657.512	The reservation for other goods and services includes marketing and communication costs (e.g., production of Innovation Activity factsheets), the organization of 25 Networking Events at the EIT Digital Co-location centres, the execution of regular meetings with the Innovation Activity Leaders (25 meetings / year - 1k EUR each). This budget also supports costs related to the acquisition of equity positions in start-ups created by Innovation Activities: equity acquisition in start-ups, venture portfolio expert review meetings, investigations for the creation of an EIT Digital venture fund and the organization of start-up demonstration days to potential investors. Costs linked to the organization of the Call 2022/2023 review are also included (e.g. meeting with experts, brokerage events and match making events). The reservation for other goods and services also includes the budget to run an Innovation call targeted at running 5 venture creation and/or venture boost activities in 2022. Activities will follow the EIT Digital Innovation Factory call selection process and will bring 5 start-up creation KPIs, 5 product creation KPIs, 2.4M EUR co-funding to EIT Digital and a significant contribution to EIT Digital's financial sustainability through equity acquisition in the ventures. Further details in Annex I.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	3.657.512	

WP 3. Entrepreneurship

	Cost (€)	Justification
Travel and subsistence	0	
Equipment	0	
Other goods, works and services	767.600	Reservation to cover costs concerning the EIT Digital Challenge and Accelerator Marketing, 205k€: Online marketing/Social media; PR; Scouting partner; Media Partner; Final event rent, trophies, catering, technical crew, event project management, visual and etc.; overall content creation. Design and production of various marketing material, for advertisements in various start-up media and channels incl. social media, marketing tools. Reservation for team meetings and software (CRM, LinkedIn Sales Navigator, other tools); event, booth, and boosting the A2M with matchmaking and other targeted initiatives.

		Reservation for goods and services for legal, finance, HR and admin costs; miscellaneous costs. Further details in Annex I.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	767.600	

WP 4. EIT RIS		
	Cost (€)	Justification
Travel and subsistence	0	
Equipment	0	
Other goods, works and services	2.620.380	The reservation will serve to cover costs like: -Roadshows organization (catering, venue rental, etc.), participation in student fairs; purchase of targeted services (e.g., translation, local media involvement) for communication and dissemination purposes. It also includes a budget reservation for new RIS Activities to be started in 2021 for the benefit of RIS regions: these include the establishment of new hubs/satellites, new Innovation Activities selected via an open call. The reservation for other goods and services also includes the budget to run an Innovation call targeted at running 5 venture creation and/or venture boost activities in 2022 with a special focus on RIS countries. Activities will follow the EIT Digital Innovation Factory call selection process and will bring 5 start-up creation KPIs, 5 product creation KPIs, 2.4M EUR co-funding to EIT Digital and a significant contribution to EIT Digital's financial sustainability through equity acquisition in the ventures. Further details in Annex I.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	2.620.380	

WP 5. Management/ Ecosystem and Communication, Dissemination of results		
	Cost (€)	Justification
Travel and subsistence	0	
Equipment	0	
Other goods, works and services	3.403.451	The budget is for KIC Communications and Marketing materials, Communications and Marketing services; Annual Conference and Partner Event, and special communications and marketing projects assigned by the KIC management. Furthermore, the reservation covers cost for payroll support, Accounting, but also some office related costs as well as small costs (equipment, devices) for personnel supported by this activity. Payroll support is needed to engage with different payroll providers all over Europe and Silicon Valley in order to ensure smooth payment of salary and HR handling of the personnel hired by the specific Node Legal Entity. Further details in Annex I.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	3.403.451	

WP 6. Cross-KIC		
	Cost (€)	Justification
Travel and subsistence	0	
Equipment	0	
Other goods, works and services	451.130	Combating Child Obesity Cross-KIC TI: exploration and prototyping of gamification strategy, accountancy,

		marketing, insurances, legal costs, costs for user satisfaction exploration, stakeholder event. Further details in Annex I.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	451.130	

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

WP 1. Education		
	Cost (€)	Justification
Financial support to third parties	9.435.300	The financial support refers to scholarships for MSL and DSL and Student Ambassador programme. Further details in Annex I and Financial support to 3 rd parties supporting document uploaded as an annex to the BP.

WP 2. Innovation and Research		
	Cost (€)	Justification
Financial support to third parties	257.765	Subgrants under 6 KAVAs, 5 based on actuals and 1 prize. Further details in Annex I and Financial support to 3 rd parties supporting document uploaded as an annex to the BP.
Internally invoiced goods and services	454.246	Reservation in 9 KAVAs for MVP development. Further details in Annex I.

WP 3. Entrepreneurship		
	Cost (€)	Justification
Financial support to third parties	220.000	Prizes for the EIT Digital Challenge. Further details in Annex I and Financial support to 3 rd parties supporting document uploaded as an annex to the BP.

WP 4. EIT RIS		
	Cost (€)	Justification
Financial support to third parties	1.231.000	The financial support refers to scholarships for MSL and prizes for the Venture Program. Further details in Annex I and Financial support to 3 rd parties supporting document uploaded as an annex to the BP.
Internally invoiced goods and services	12.500	Reservation for the Summer Schools in RIS. Further details in Annex I.

WP 6. Cross-KIC		
	Cost (€)	Justification
Financial support to third parties	104.000	Prizes under Finding innovative solutions for water scarcity in Southern Europe. Further details in Annex I and Financial support to 3 rd parties supporting document uploaded as an annex to the BP.

3.2 Capacity of participants and KIC Partnership as a whole

Partnership

2020 has been a year of record growth for EIT Digital, despite the unusual circumstances caused by the COVID-19 pandemic. Our community of universities, research centres, large companies, SMEs, associations and scaleups has reached **342** members and we expect additional **100** partners to join during the 2021-2022 time frame, many of them being SMEs and organisations from RIS countries. This growth is driven by increased recognition of our impact through our results, our partners, our students, our entrepreneurs, as well as our alumni.

Governance

EIT Digital's Governance Model is fully compliant with the EIT Principles of Good Governance. The General Assembly consists of all members of EIT Digital, providing a streamlined partnership structure and assuring optimal representation of the partnership as well as strong engagement of all partners. Partners pay an annual fee and have voting rights related to their engagement and contribution to the sustainability of EIT Digital. The Supervisory Board is responsible for the overall strategy of EIT Digital and supervises the Management Committee. The Supervisory Board has an independent Chairman and four additional independent members as well as one partner representative per Node. The Management Committee is responsible for the operational management of EIT Digital and consists of the CEO, the CFO, the CRIO (Chief Research & Innovation Officer), the CEoO (Chief Education Officer) and a Node Director from each Node. In each Node the KIC management is organised via a legal entity, controlled by EIT Digital IVZW, that employs the key team members operating the Node and the Co-Location Centre. In addition, Node Strategy Committees, composed of members associated with the Node, focus on the strategy at Node level, advising the SB. EIT Digital, as a non-for-profit association under Belgian law, has its main office in Brussels and nine Nodes in Berlin, Budapest, Eindhoven, London, Helsinki, Madrid, Paris, Stockholm, Trento, that together cover the whole EU27, including the RIS countries and the Horizon Europe associated countries.

Management

EIT Digital management is shaped as a matrix organisation. Innovation and Education Activities in five strategic areas are driven by Innovation Leaders, the Head of the Accelerator and the School Heads and deployed, in collaboration with the Node Directors, in the Nodes. The members of the Management Committee report to the CEO who is responsible for the daily management of the KIC; the CFO is responsible for finance and operations, the CRIO for Innovation and Entrepreneurship Activities and the CEoO for the Education Activities. The CRIO and CEoO work closely together to assure strong integration of innovation and education activities. The Node Directors are responsible for the development of the Node as well as for the monitoring of the activities by Node partners. Innovation Activities are grouped in strategic areas led by Innovation Leaders that are responsible for the development and the organisation of the Innovation Activities in the strategic areas and for the monitoring of the delivery on impact and sustainability. The Head of the EIT Digital Accelerator is responsible for organising the support of business acceleration services to scaleups and growth in terms of scaleup customer intake and deal generation. Innovation Leaders and the Head of the Accelerator report to the CRIO, while the Heads of School report to the CEoO. The Head of Human Resources supports the EIT Digital management in all HR-related matters, including recruitment, on-boarding, performance evaluation, career development and manages the operational HR processes (labour agreements, payroll, etc.). The Head of HR reports to the CEO.

EIT Digital values diversity and is putting a strong emphasis on gender balance. In mid 2020, **30** nationalities are represented in the EIT Digital staff. The proportion of females in the EIT Digital workforce is **33%**. The proportion of female new hires in 2020 was over **40%**. In 2021, EIT Digital will continue pushing its agenda on gender diversity, as a key pillar to support the EIT Digital strategy. The goal is to undertake concrete actions to increase awareness of gender diversity initiatives, improve our ability to attract female talent in technology and be seen as an employer of choice (Figure).

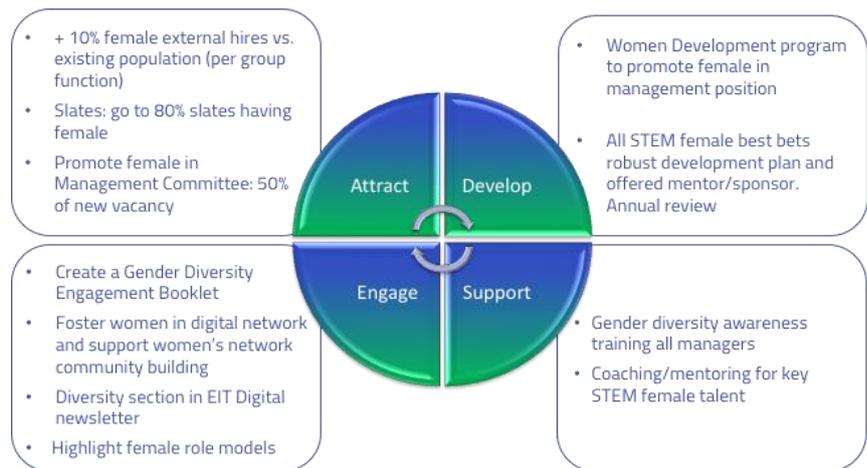


Figure 15: The EIT Digital Gender diversity strategy

Co-Location Centres

Each Node operates a physical Co-Location Centre, and some Nodes also have Satellites, currently in Amsterdam, Antwerp, Braga, Edinburgh, Milan, Munich, Rennes and Sophia Antipolis. In addition, EIT Digital has a Hub in San Francisco to be well connected to the cradle of digital innovation, Silicon Valley. EIT Digital also operates, on behalf of the EIT Community, the EIT House in Brussels and the EIT Hubs in Silicon Valley and the UK.

Each Node covers its respective country and a set of non-Node countries (including RIS and Horizon Europe Associated countries) in its geographical reach. Co-Location Centres are vibrant hotspots where talents cross-pollinate to create impact and value. In the Education area, CLCs host classroom courses and Doctoral Training Centres. In the Innovation & Research area, the CLCs are often the place where innovation activities are initiated and where ventures created by these activities are hosted during their first stages after the incorporation. CLCs also allow the hosting of our Accelerator supported scaleups. More generally, the KIC staff typically works out of CLCs, and many events that establish brand and thought leadership are held across our CLCs all year long. 2020 was a special year in this regard, due to COVID-19, but in 2021-2022 we plan to strengthen our CLC-based operations.

Appendix

List of obligatory deliverables:

In the table below, please only fill in the KAVA reference column – i.e. KAVA where the deliverable will be produced. All other text must remain. The last column refers to the deadline when the deliverable must be provided to the EIT. Where applicable, the deliverable shall be published. These deliverables will be also relevant in the context of Monitoring Plan 2022.

Deliverables	KAVA reference	Description	Deadline
Call information and documentation	19329 Innovation Operations 19330 Education Operations	Documentation related to the projects/KAVAs selection procedure which will take place in 2021 and 2022 ¹¹ . The main information has to be published on the KIC's website and the EIT website and will be published on the Funding & Tenders Portal (in line with the Commission's template). The timeline for providing the information will be agreed with the EIT and the Commission.	Documentation: At least 10 working days before the expected date of publication.
The ranking lists of the activities	19329 Innovation Operations 19330 Education Operations	The ranking lists (or similar) will be shared with the EIT at the end of evaluation, including the experts' evaluation results and subsequent KIC management decisions. All evaluated and ranked projects should be included. No specific format is required.	After the KIC's formal decision.
Call results and statistics	19329 Innovation Operations 19330 Education Operations	This includes: <ul style="list-style-type: none"> - Statistics on number of applications, per country, per thematic topics shall be published on the KIC's website and EIT shall be informed; - a budget and funding overview; - information on each activity selected for funding, including data on each participant and abstracts of the activity proposal, for publication purposes. This information shall be published on KIC's website and EIT to be informed.	After the KIC's formal decision Provided EIT's approval related to EIT grant/KIC's BP is needed, after the EIT's approval.
Stakeholder Calendar 2021-2022	11170 EIT Digital Communications	Calendar of physical and online meetings with institutional EU and Member State Stakeholders will be provided to EIT on a bi-weekly basis (i.e Thursday of each 2 nd week) including meetings with high-level, institutional stakeholders at EU and Member State level planned for the upcoming month. Concretely:	Thursday of each 2 nd week

¹¹ The assessment is linked with the EIT Monitoring Plans 2021 and 2022

Deliverables	KAVA reference	Description	Deadline
		<p>1. European Commission and related EU agencies/bodies (e.g. EIC): meetings Director and Director General (including their Deputies) and members of the College of Commissioners and their Cabinet members.</p> <p>2. European Parliament: meetings with MEPs,</p> <p>3. Council of the EU: meetings at the level of Deputy Permanent Representative, Permanent Representative,</p> <p>4. Member States: meetings with Ministers & Vice-Ministers.</p> <p>KIC shall fill in calendar prepared and shared by the EIT.</p>	
Events Calendar 2021-2022	11170 EIT Digital Communications	<p>Calendar of events expected to have a major media impact, including announcements, and calls for activities, etc. will be provided to EIT on a monthly basis by 20th of every month.</p> <p>KIC shall fill in calendar prepared and shared by the EIT.</p>	By 20 th of every month
Press releases, news items and accompanying communications materials	11170 EIT Digital Communications	<p>Information about the events expected to have a major media impact (ref. events calendar 2021-2022) to be published on the KIC and EIT website.</p> <p>Draft text and accompanying communications materials for all channels to be shared 1 working day (24 hours) before publication.</p>	As per Event Calendar.
FS progress report	11452 KIC Coordination	<p>The KIC shall report on the FS mechanism in place per KAVA in a format specified by EIT. Not all KAVAs need to have FS mechanism in place. However, the FS shall be ensured at portfolio level in line with the innovation principles and ensuring the financial sustainability of the KIC in multi-annual period. To consider the progress towards financial sustainability secured at portfolio level, together with the innovation projects principles, the EIT considers at least 50% of business creation/acceleration activities and ideally 30% of education activities to have financial mechanism in place.</p>	quarterly basis
Annual work plan – Business Plan per se Year N and Year N+1	11452 KIC Coordination	<p>KIC Business Plan (per se, excluding this appendix) should be published on the KIC website, together with the following information:</p> <ul style="list-style-type: none"> - 2021 and 2022 KIC Calls Planning: timeline and call description [format to be agreed between the EIT and KICs]. This shall be published together with the BP per se, in the framework of ‘annual work plan’. - Budget: (i) Budget information (statement of revenues and expenditures planned in 2021 and 2022) and (ii) Staff plan <p>The document is expected to be published only after the GA signature.</p>	31 December 2021 (see transition clause for PA Article 7.2 (e))

Deliverables	KAVA reference	Description	Deadline
		(For other documents to be published on the KIC website, please see the complete list in Art. 7.2 (e) of the Partnership Agreement)	
Strategic Agenda 2021-2027	11452 KIC Coordination	KIC Strategic Agenda 2021-2027 should be published on KIC website (as approved by the EIT). EIT to be informed when done.	31 December 2021 (see transition clause for PA Article 7.2 (e))
Gender Mainstreaming Policy	11452 KIC Coordination	KIC's Gender Mainstreaming Policy should be adopted and put it place in 2021. The policy shall be submitted to EIT for review during the year 2021 and finalize by the end of the year.	31 December 2021 (see transition clause for PA Article 6.1)
KIC Anti-fraud Strategy and Code of Conduct	11452 KIC Coordination	KIC's Anti-fraud Strategy should be adopted and put in place in 2021.	Together with the interim report.
Pre-financing report - on portfolio level (pre-condition for the second pre-financing)	11452 KIC Coordination	As foreseen by Article 21-22 of the HE MGA, template to be provided by the EIT.	28 February 2022
Interim Report – on KAVA level	11452 KIC Coordination	As foreseen by Article 21-22 of the HE MGA, template to be provided by the EIT.	31 March 2022
Final report – on KAVA and on portfolio level	11452 KIC Coordination	As foreseen by Article 21-22 of the HE MGA, template to be provided by the EIT	31 March 2023

Declarations

The KIC LE shall clearly select YES/NO to the below. Please, keep in mind that the EIT can only extend and amend the 2021 Grant Agreement if all is marked as YES.

Point 1 refers to the selection process carried out by the KIC and taking place during the year 2021 and 2022. The selected projects/activities may become new KAVAs or may be integrated in existing KAVAs. These projects/activities are expected to be implemented under the future grant agreements.

Point 2 refers to the KIC Portfolio monitoring and reporting carried out by the KIC as of 1 January 2021.

By submitting this Business Plan, the KIC LE legal representative declares on behalf of the KIC that the below conditions will be met.	
1) Selection procedure and criteria	[YES]
<ul style="list-style-type: none">- selection procedure will be based on a transparent and well documented process using clearly set criteria- for the types of activities, the beneficiaries/recipients which can apply for funding under the respective KIC funding scheme will be clearly identified in advance.- open calls will be<ul style="list-style-type: none">o published widely (including on the Funding & Tenders Portal, the EIT website and the KIC website);o kept open for at least two months;o open to all Horizon Europe eligible countries- applicants will be informed of call updates (if any) and the outcome of the call (list of selected projects, amounts and names of selected recipients)- measures to avoid potential conflicts of interest or unequal treatment of applicants will be ensured (notably through appropriate communication/exchange of information channels independent and fair complaint procedures)- proposals will be evaluated in accordance with the following pre-defined award criteria described in the call document: (a) Excellence (b) Impact (c) Quality and efficiency of the implementation and (d) KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects, (e) EU dimension (consortia with a pan-European character involving at least two independent entities from two different eligible countries)- Proposals will be evaluated with the assistance of normally at least three independent external experts, on the basis of criteria defined in the call document.- The KAVAs/project selection will be made based on the evaluation result and the pass threshold.- Each KAVA/project selected in 2021 and 2022 (except management KAVAs):<ul style="list-style-type: none">o has clear outputs / results contributing to the KIC strategic objectives;o implements a communication, dissemination and exploitation plans;	

<ul style="list-style-type: none"> ○ is subject to a formal ex-post impact assessment within at least five years after the end of the activity, to follow the impact of the activity's outputs. - For innovation KAVAs, the innovation project principles will be taken into account. 	
2) KIC portfolio monitoring and reporting:	[YES]
<p>The following standards for the monitoring and reporting of recipients shall be ensured:</p> <ul style="list-style-type: none"> - systematic monitoring and review of the supported projects (e.g. staff management, procurement, financial management, quality control, distribution and provision of support to final recipients, etc.), in the format and timing specified by the granting authority - effective and reliable monitoring and reporting of the supported projects (including information on indicators, EIT impact framework, progress towards financial sustainability, KIC partnership, legality and regularity of the expenditure claimed, etc.), in the format and timing specified by the granting authority - provisions for re-orienting or stopping underperforming projects (with regular 'go'/'no go' decision points, including a payment system linked to milestone achievements) and, for stopped activities, quarterly information of the granting authority - a mechanism to evaluate high potential project outcomes and fast track them towards further investment and rapid development 	

The KIC confirms that there is no decrease of ambition for 2021 activities as approved in BP2021 (aside of those agreed to be amended) and that there is no risk of double funding of activities in 2022 due to the BP timeframe extension.