Access2EIC
National Contact Points for Innovation

EIC ACCELERATOR ANNOTATED TEMPLATE (Full proposal)

2024

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AIM AND CONTENT

The EIC Accelerator call targets innovative small and medium-sized enterprises (SMEs) including startups that may not have access to traditional banking channels. These SMEs should possess a groundbreaking business concept, supported by advanced technology, and outlined in a comprehensive business plan aimed at introducing a marketable innovative solution. Moreover, they should demonstrate a strong ambition for significant scalability. Under the European Innovation Council (EIC), this initiative emphasizes high-risk endeavors that create new markets, offering breakthrough products, services, processes, or business models with potential for rapid growth at both European and global scales within a shorter timeframe.

The **three main criteria** used to evaluate the innovative aspects of a EIC full project proposal for Horizon Europe are:

Excellence	Impact	Level of risk, implementation and need for Union support
Does the company have the vision & **ambition to scale up**?	Is the innovation **better than** what the **competition** proposes, and is the solution bringing sufficient added value to trigger demand from potential customers?	Does the **team** have the capability and motivation to implement the innovation proposal and bring it to the market? Is there a plan to acquire any critical competencies which are currently missing including adequate representation of women and men?
Does the innovation have **breakthrough character** and a **high degree of novelty** compared to existing solutions?		
Has the innovation reached **TRL 5** (i.e. it has been tested in the relevant environment)?	Does the innovation have the **potential to develop new markets** or significantly trans form existing ones?	
Is the **timing** right for this innovation in terms of market, users, societal or scientific of technological trends and developments?	Will the innovation, if successfully commercialised achieve **positive broader societal, economic, environmental or climate impacts**?	

HOW TO READ THIS GUIDE

The text of the original EIC Accelerator Full proposal template appears in **Black**.

The recommendations of the Access2EIC NCPs appear in **Orange**.
These recommendations also include the feedback collected from evaluators and companies involved in relevant proposals.

Please note: the comments in this box are general and are intended to draw the reader's attention to some specific points

This guide is limited to annotations to the templates of the EIC Accelerator 2024 calls. For a more general overview of how the Horizon Europe grants work, see the Online Manual provided by the European Commission. Regarding the EIC Accelerator submission, see the Guidelines for Applicants and the Frequently Asked Questions.

A comprehensive list of all Horizon Europe reference documents (including legislation, work programme and templates) can be found on the Reference documents page of the Funding and Tenders Portal and the European Innovation Council portal.

Horizon Europe terms are explained in the Glossary part of the Funding and Tenders Portal.

If you need help, you can also contact the Horizon Europe National Contact Points in your country.

EIC ACCELERATOR STAGE 2 – FULL PROPOSAL APPLICATION FORM
ANNOTATED TEMPLATE

Please follow the structure of the template when preparing your proposal. This template has been designed to ensure that the important aspects of your innovation and planned work are presented in a way that will enable the experts to make an effective assessment against the award criteria. The annotated template covers the technical description (Part B) of the full proposal. Part A – the administrative forms – are filled in online and are not referred to in this template.

Project full proposal – Technical description (Part B) structure:

PART 1 – BUSINESS CASE
Excellence;
Impact;
Level of risk, Implementation and need for union support

PART 2 – EIC SPECIFIC INFORMATION
Level of risk implementation and need for union support

ANNEXES
- Detailed Budget Table (HE Lump Sum - EIC)
- + Pitch
- Video: You may choose to submit the same video as in the short proposal stage or you can upload a new one.
- Financial plan and equity needed, Mandatory data and consent, Freedom to Operate Analysis, Data Management plan, Letters of Intent, CVs of key personnel, 10-page max of any other relevant documentation. For applicants applying to the Challenge 1 and 3b or open proposals relating to these areas, you will be asked to upload an ownership and control declaration.

Document Parte 1, Sections 1 – 3, is covered by page limit of 50 pages in total (including cover page). If you upload a proposal longer than 50 pages before the cut-off date, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the call cut-off date, excess pages will be automatically made invisible and will not be taken into consideration. **Please stick to the page limit**! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

The proposal is a self-contained document. **Avoid hyperlinks** to information that is specifically designed to expand the proposal (Experts will be instructed to ignore them).

Please **respect the following formatting constraints**: Times New Roman (Windows platforms), Times/ Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).

The minimum font size allowed is 11 points. Standard character spacing and a minimum of single

line spacing is to be used. This applies to the body text, including text in tables.

Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit).

Further guidance is available in the Guide for Applicants.

GENERAL TIPS

Make sure that the proposal fits the concept of the EIC Accelerator.
The evaluator is looking for an excellent company – focus also on the team; the company's and/ or founder's track record, strategy, potential and its ability to scale up.

Try to answer to the following questions:
- Are you a single SMEs/startup with high risk and high growth potential?
- Do you have a disruptive, radical, deep tech idea in the last stages of development before scaling up?
- Do you have an innovation for which significant funding is required over a long period of time and it is too risky for private investors alone?

Think about the evaluators as investors:

Market size & opportunity: *One of the first things that investors will look at is the size and opportunity of the market that your business is targeting. They want to know how big is the demand for your solution, how fast is the market growing, and how much market share can you gain. A large and growing market indicates that there is room for your business to scale and compete. You should be able to demonstrate that you have a clear understanding of your target customers, their needs and pain points, and how your solution solves them better than the existing alternatives.*

Business model and revenue streams: *Investors will also delve into your business model and revenue streams. They're interested in your plan for generating income from your solution and the specific channels through which revenue will flow. A well-designed business model indicates a reliable and sustainable approach to delivering value to customers while ensuring a fair share of that value accrues to your business. You should be prepared to discuss your pricing*

methodology, cost breakdown, profit margins, and offer detailed projections and assumptions regarding revenue growth.

Competitive advantage & differentiation: *A third key factor under investor scrutiny is your competitive advantage and differentiation. They're eager to understand what sets your solution apart and positions it as superior to existing or potential competitors. A compelling competitive advantage signals your capacity to maintain a distinct and defensible market position, potentially growing your market share over time. You should articulate your unique value proposition, core competencies, capabilities, and any proprietary technology or intellectual property that bolsters your competitive stance.*

Team & track record: *A fourth pivotal aspect under investors' scrutiny is the composition and performance track of your team. They're keen to understand the individuals shaping your business and assess their competencies, background, and achievements. A team that's both talented and experienced signifies the requisite blend of skills, leadership, and commitment essential for realizing your vision and executing your strategy effectively. You should be prepared to showcase your team members' qualifications, roles, and duties, along with any notable triumphs or setbacks they've encountered in similar or related ventures.*

Milestones & traction: *A fifth critical aspect that investors will analyze is your business's milestones and traction. They're interested in understanding the goals and objectives you've set for your venture and the progress you've made in achieving them. A well-defined and achievable set of milestones demonstrates a clear roadmap for your business's development and growth. Meanwhile, consistent and robust traction showcases the validation of your solution, customer acquisition and retention efforts, as well as revenue generation and cash flow.*

Funding needs & valuation: *A pivotal factor that investors will carefully examine is your funding needs and valuation. They're interested in understanding the amount of capital you're raising, its allocation, and what stake you're offering in return. A well-structured and realistic funding request indicates a clear and efficient plan for resource utilization, avoiding overestimation or underestimation of financial requirements. Additionally, an equitable and compelling valuation underscores a convincing narrative about your business's potential and performance, ensuring that your equity is neither overpriced nor undervalued.*

- Tell a story;
- A good proposal should aim for pleasant reading;
- Let the evaluator have a good time reading your proposal as a continuously interesting and consistent story, clear, fluent, accessible, appealing;
- Review and polish the language; avoid repetitions;
- Make it visually attractive;
- Use appealing acronyms, pictures, graphics and diagrams to describe processes or market

segmentation; emphasise your strong points;
- Maintain font type and size, margins and numbering of chapters and sections;
- A good proposal is to the point;
- Be coherent in proposal and its goals; make sure to be concise (and not general or theoretical);
- For example, be evidence-based (POCs - proof of concepts), verifiable, realistic (e.g. fitting info on company website).

Substantiate information with links in footnotes – make sure, however, that links only contain additional details. All relevant information belongs in the proposal.

Ask the "*Why*" question when declaring a statement. For instance: "*Why do costumers want to pay for this product?*"

Use EIC Accelerator key-words and phrases.

- Provide a clear description of the TRL of the product and activities.
- Measure in **Euro** and use words such as:
    - Market creating innovation
    - Disruptive, groundbreaking, deep tech
    - For the first time…
    - Scale-up, growth (in Europe and globally)
    - High-risk and high potential
    - Value proposition
    - Unique selling proposition (USP)
    - Selling points

Reviewing the proposals
Before submitting, let others read and comment on your proposal. Choose people who are not from your field of expertise and make sure that the proposal is easily understood.

There are limitations on the number of proposals re-submitted by a single legal entity (Maximum 3) within Horizon Europe implementation. These limitations also apply to proposals submitted through Fast Track or Plug In at any stage of the process.

Economic Security Risks
Reinforced measures to protect against **economic security risks**: exclusion if beneficiaries in AI/quantum are controlled by a non-associated third country.

With regard to the EIC Work Programm 2024 this is applicable to:
- Challenge 1 (Human Centric Generative AI made in Europe)
- Challenge 3b (Emerging quantum technologies)

- Open call but falling under the scope of the mentioned challenges will have to undergo an ownership and control assessment (OCA)

EIC Accelerator programme

EIC Accelerator programme provides support in the form of: Grant only, Blended (combining grant and equity), Equity only. In particular:

a) Grant only - This entails a lump sum contribution disbursed through a grant agreement. This grant is available once per legal entity for the entire duration of the Horizon Europe program (2021-2027).

b) Blended Finance Support - This consists of two components:
- An investment component typically provided as direct equity or quasi-equity, such as convertible loans, executed via an investment agreement.
- A grant component, also in the form of a lump sum contribution, delivered through a grant agreement.

c) Equity only - This support is tailored for investors' ready SMEs, including startups, which have previously received eligible grant support. It exclusively offers an investment component, structured through an investment agreement.

The EIC Accelerator is designed to booster the later stages of technology development and expansion. Hence, your innovation's technological component must have undergone rigorous testing and validation in a laboratory or comparable settings, achieving a minimum Technology Readiness Level of 5. The program aims to support companies where EIC assistance plays a pivotal role in attracting other investors necessary for scaling up the innovation.

Detailed information about the TRL level is requested. Activities **above TRL 8** can only be funded through the investment component. The **grant component** will only apply to activities covering a **TRL of 5/6 to 8**.

Eligible applicants are single startups and SMEs (including spin-offs), individuals (intending to launch a startup/SME) and in exceptional cases small mid-caps (fewer than 500 employees).

KEYWORDS
Applicants can choose up to three keywords. The choice is essential. It's strongly advised to carefully select keywords that accurately represent the innovation, service, or product being proposed, as well as the particular market or niche it aims to address. Furthermore, aim to maximize the selection of sub-discipline keywords and descriptors within the specified limit. The keywords selected during the full proposal submission stage will be utilized to assign your proposal to the most suitable thematic panel for the interview process.

THE TECHNICAL DESCRIPTION (PART B) OF THE FULL PROPOSAL

The structure of the part B is shown below in the left column, you can see the related evaluation criteria in the right column.

Part B - Table of content	Main evaluation criteria addressed
EXECUTIVE SUMMARY	
PART 1 - BUSINESS CASE	
1 - COMPANY DESCRIPTION	EXCELLENCE
2 - THE PROBLEM/OPPORTUNITY	
3 - THE INNOVATION: SOLUTION/PRODUCT OR SERVICES (USP)	
4 - MARKET ANALYSIS AND COMPETITION ANALYSIS	IMPACT
5 - MARKETING AND SALES PLAN	
6 - TEAM AND MANAGEMENT	LEVEL OF RISK, IMPLEMENTATION AND NEED FOR UNION SUPPORT
7 - RISKS	
8 - FINANCIAL PLAN	
PART 2 - EIC SPECIFIC INFORMATION	
9 - IMPLEMENTATION PLAN	LEVEL OF RISK, IMPLEMENTATION AND NEED FOR UNION SUPPORT
10 - HOW EU SUPPORT TAKES THE COMPANY TO THE NEXT VALUE POINT	
11 - THE FUNDING REQUEST	
12 - BROAD IMPACT	IMPACT

⚠️ *Fill in the title of your proposal below.*

TITLE OF THE PROPOSAL

List of participants

Participant	Participant organisation name	Country
1 (Coordinator)		
2 Affiliated entity(ies), if any. Please explain the link with the coordinator and the role in the project.		

Which EIC topic do you want to apply for?

1. EIC Accelerator Open
2. EIC Accelerator Challenges 2024:
   2.1 Human Centric Generative AI made in Europe
   2.2 Enabling virtual worlds and augmented interaction in high-impact applications to support the realisation of Industry 5.0
   2.3 Enabling the smart edge and quantum technology components
   2.4 Food from precision fermentation and algae
   2.5 Monoclonal antibody-based therapeutics for new variants of emerging viruses
   2.6 Renewable energy sources and their whole value chain including materials development and recycling of components

See EIC Accelerator Challenges description: https://eic.ec.europa.eu/eic-funding-opportunities/eic-accelerator/eic-accelerator-challenges_en

In case you opt for an EIC Challenge, describe how your application fits within the scope of the Challenge and how it will meet the expected outcomes and impacts.

Remember that proposals submitted for a Challenge and considered "*out of scope*" will not be transferred to the Open call.

EXECUTIVE SUMMARY - approx. 2 pages

Prepare an executive summary of maximum 2 pages.

Briefly elaborate on:

- Your company and founders
- The problem your project provides the solution for
- Your solution (incl. USP)
- Business model
- Customers and partners (e.g. use logos)
- Roadmap (TRL steps up to now)
- Team
- Need for EIC support

PART 1 - BUSINESS CASE

1 - Company description - approx. 3 pages

- Please provide a short description of the company, relevant products, services or other achievements (which may include previous projects or activities connected to the subject of the proposal), and significant infrastructure and/or any major items of technical equipment relevant to the proposed work
- The company description mainly relates the the evaluation criterion "Excellence of the company". Be sure to show that you have a clear company mission and vision and partnerships to realise your ambition to scale up.

Explain the core mission and vision of your company.

You could use the storyline from your video. What is the "mission" of your company?

Explain who are the key partners and their expected contributions (e.g. a first lead customer, a university, potential user groups, partners for clinical trials, etc.).

What is the position of the company in the market? Who are the key stakeholders? Do you have advisors? What is their expertise?

Describe the "mission" of your company.

Is there a wider ecosystem you can benefit from?

Highlight the top 3 to 5 clients or sell side partners and their share of revenues (if applicable), the top 3 to 5 suppliers and share of cost of goods sold (COGS) or operational expenses (OPEX), and the top 3 to 5 advisors (business, scientific, other) their role and their OPEX cost.

2 - The problem/opportunity - approx. 3 pages

This section doesn't have a directly related evaluation criterion. It mainly builds up to the evaluation criterion "Novelty and breakthrough character of the innovation".

What are your potential customers struggling with? Talk about how your potential customers are suffering, what's going on right now in the market, why it's not working, and then describe your solution.

Describe the problem you have identified and explain why it is a problem and for whom.

Is this an EU-wide or global problem? If so, elaborate and quantify. What are limits and shortcomings of existing solutions? How did you analyse the problem? On which numbers is your analysis based?

Describe the unsatisfied need of potential customers.

Have you done any market research?

3 - The innovation: Solution/Product or Services (USP) - approx. 9 pages

This section is central and relates to a number of evaluation criteria "Novelty and breakthrough character of the innovation", "Timing", "Technological Feasibility", "IP-Strategy". Make sure to check these criteria and that all aspects are covered.

How do you plan to enhance the lives of everyone involved? Describe how your approach will surpass existing methods, saving your clients or customers significant time and money. Emphasize the efficiency and effectiveness of your solution in improving people's experiences.

Explain in simple terms and with graphs if needed, how your solution works, its main features and what key areas are still subject to improvements/innovation.

Describe your innovation using a use case (e.g. a patient's or customer's story)

Value proposition: explain what is unique and has breakthrough potential; how this addresses the problem; how it is better than existing solutions; and why now is the right time to bring it to the market.

Your value proposition ought to address the following inquiries: Who constitutes your target clientele? What specific problem or need do you address? How precisely do you provide the solution? What advantages and outcomes do you deliver? What sets you apart as unique and superior? A strong value proposition is characterized by clarity, brevity, persuasiveness, and customer focus.

Development stage: describe your technological achievements so far; specify which Technology Readiness Level this has attained; and describe to what extent your solution has been validated/ certified and by whom. Please explain using a case study 1 (test, pilot, PoC, etc.). For health companies, explain the specifics of what clinical trials you have conducted, if any, and to what level.

Explain how your solution will be further developed within the proposed EIC project.

IP strategy: explain your strategy to protect your intellectual property. List your key patents including their registration number and their status, mention key relevant scientific publications. Specify patents from others for which you have secured the right of use. Explain if you are combining patents and trade secrets.

• Gain a comprehensive understanding of your IP assets and their role in bolstering your competitive advantage.
• Describe your strategy for developing, safeguarding, and utilizing your intellectual property (IP) assets to realize your business objectives and generate value for both your customers and investors.
• Illustrate your approach to mitigating IP-related risks, such as infringement, litigation, or challenges to validity.
• Highlight how you proactively monitor the IP landscape, conduct thorough due diligence, and enforce your IP rights to safeguard your competitive advantage and protect your innovations.

Explain how you ensure your freedom to operate and provide supporting documents in the mandatory annex "Results of the freedom to operate Analysis".

Consider to cover the following steps:

- Identify product features for analysis.
- Conduct a patent search based on the product features.
- Review patent claims against the product features to make an assessment and communicate to stakeholders.

While a single FTO search may suffice in certain instances, it's advisable to engage in continuous FTO search efforts throughout different phases of the product life cycle for optimal practice.

An effective FTO search report uncovers patents that might require licensing or contestation, thus saving time and mitigating the risk of litigation. Additionally, such a report empowers the business to proactively navigate potential obstacles before committing substantial resources to research and development. This may involve exploring alternative technology paths or even considering the possibility of discontinuing the project altogether.

4 - Market analysis and competition analysis - approx. 5 pages

This section mainly refers to the evaluation criterion "Market development" and "Competitiveness and demand".

Describe the targeted market - Total Addressable Market (TAM); Serviceable Available Market (SAM); Serviceable Obtainable Market (SOM); and market growth (Compounded Annual Growth Rate (CAGR)).

Include market segmentations here and include future (new, different) markets and market segments.

Willingness to pay: explain why there is a willingness to pay from your targeted market customers. List POCs run with users and clients.

The willingness to pay is indicative of market demand; Give detailed numbers.

You should explain who it was for, how much they were paid, what is the environment in which the case study was performed (background, context, and physical environment), what was the problem, what metrics were associated with the problem, what did the solution bring to solve this, how did the metrics evolve with the solution, and if/how is the client looking to deploy it internally.

Competitors and threats: who are your competitors? what are their limitations compared to what is offered by your expected solution?

Think about using a SWOT analysis:
- Define the parameters you will utilize to assess your solution relative to competitors. These

parameters may include features, benefits, pricing, market share, customer satisfaction, or any other relevant considerations. Furthermore, designate a rating system, whether qualitative (e.g. high, medium, low) or quantitative (e.g. numerical values), to gauge the performance of each solution across these criteria.

- Differentiate between direct and indirect competitors. Direct competitors are entities that provide a product or service similar to yours, targeting the same market segment. On the other hand, indirect competitors offer different products or services that address the same problem or fulfill the same need as yours. Additionally, it's important to identify any potential or emerging competitors that may enter the market in the foreseeable future.

- Assess the performance of your competitors based on the criteria you've established. Utilize a range of information sources including their websites, social media presence, customer feedback, industry analyses, and your own observations to gather data and insights. Additionally, identify and emphasize their strengths and weaknesses, and analyze how these factors influence their competitive standing.

- Map out your solution alongside your competitors using a matrix or chart, focusing on two or more criteria crucial to your target audience. This visual representation will provide insight into your market position and aid in identifying opportunities for differentiation. Additionally, develop a concise and persuasive value proposition that succinctly communicates why your solution surpasses alternatives.

5 - Marketing and sales plan   - approx. 4 pages

This section mainly refers to evaluation criterion "Commercialisation strategy" and "Scale up potential".

Business model: what will be your business model, including the revenue model: key activities, resources, customer relationship, channels, revenues, scalability, geographical market.

You could make use of a standard business model canvas.

Describe your Go-to-Market Plan with milestones. What are the existing key barriers preventing market entry, and how can you overcome these barriers?

When listing the barriers, group them by type (e.g. financial, technical) and include contingency measures.

Commercialisation strategy: what is your marketing approach and pricing policy? (upload any letters

of intent as a separated annex, if relevant).

Describe the potential for scaling up (turnover, licensing).

> Describe the scale up plan by year, territory and approach taken with all associated costs.
> Give an outlook on the 5-10 (depending on the innovation) years after market entry.

6 - Team and management - approx. 2 pages

> This section mainly refers to evaluation criterion "Team".

Present your team, including: the track record of the founders and key managers; available skills and experience; how you plan to ensure gender balance among your team members, including those in executive positions (at least CEO, CSO and CTO); missing skills identified (target recruitment); recruitment plans, and employee retention plans designed to address the identified missing skills.

> Describe your team, the different roles, commitment and achievements/experience (strategic, technical and commercial) in relation to your innovation. Explain the role of the company's owner(s) if not part of the team. For each team member (including management and company founders where relevant) please provide relevant information, including shareholding and stock options in the company. What are the main strengths and weaknesses of the team, and what is the plan to acquire currently missing competencies? How are the team members incentivized?
> When talking about gender balance, describe how you will achieve it.

Team Member (Name and Surname)	Gender (man/woman/ non binary)	Founder (Y/N)	Position department	Key competences	Commitment (from 1% to 100%)

Governance: describe your board of directors, consultants and advisors, and explain their added value and defined role in the project.

Do you have an Employee Stock Ownership Plan (ESOP) in place to incentivise key non-founding members of your team?

The rationale behind the ESOP is that key employees can be incentivized, for their contribution to the growth of a company. The stock options are a way to reduce fixed salary costs while offering a more attractive compensation package to employees.

To have some way of sharing the profit with the team is very important to the remote evaluators and the jury. In almost all interviews the jury asks for ESOP. If you haven't thought about introducing ESOP now is the right time to come up with a plan and detail it in the proposal.

Detail your capitalization table.

Name	Type (founder, investor, other)	100% fully diluted
TOTAL		100%

7 - Risks - approx. 2 pages

This section mainly relates to the evaluation criteria "Risk level of the investment" and "Risk mitigation".

Be sure that there are some risks still related to the development of your solution and/or the product-market fit of your solution. The rationale of the EIC Accelerator is to support start-ups and SMEs that for the time being cannot find investors who will take the full risk, simply because the risk currently is still too high. It therefore makes no sense to play down the risks. Be sure that there are some risks still related to the development of your solution and/or the product-market fit of your solution. The rationale of the EIC Accelerator is to support start-ups and SMEs that for the time being cannot find investors who will take the full risk, simply because the risk currently is still too high.

Describe the financial risks and those risks linked to the technology, the market, the competition, the team[1]; and outline their likelihood, their expected effects and planned mitigation methods.

With reference to the risks previously identified, what measures do you intend to take to mitigate them?

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1 Use this space to describe risks not directly linked to the project implementation, already requested in section 9, table 3.1.e

Legal and regulatory requirements to be fulfilled: describe the strategy for regulatory approvals and compliance; and what applicable EU legislation or standard might affect your project or, conversely, be affected by your projects?

Are there societal acceptance risks?

8 - Financial Plan - approx. 2 pages

Describe your main hypothesis supporting figures in the mandatory annex "Financial plan and equity needed", e.g. the projection of your turnover, the important capex and the main elements of your costs of goods sold. Use this space to comment on the figures shown in the excel table.

Make screenshots of the Excel columns you are referring to.

Estimate the total financial resources required, and timing of financial needs to develop your innovation and to reach the break-even point. Please provide (1) a breakdown between the grant requested under the EIC pilot (up to 70% for innovation activities), (2) the equity investment requested under the EIC, and (3) remaining financing provided by other sources in Table 5 of Annex "Financial plan and equity nedeed". Outline your plans to ensure the subsequent (post break-even point) financing of your innovation (next rounds, top-up financing, etc.).

This section is extremely important as it will convince the evaluator of your proposal as a whole.
- Make sure to explain the funding you are asking for (grant or blended), as well as amounts. What is the justification for it? And why now?
- Make sure the budget amounts mentioned in Part B are consistent with the amounts mentioned in Part A, the work packages and in Annex "Detailed Budget Table – Lump Sum".
- You should provide a specific explanation as to what would happen to your project if this proposal were not funded, all with respect to the EU dimension.
- Provide a convincing explanation of why you have not been able to raise sufficient investment to carry out the project and why you need the support of the EIC.
- Clearly communicate the bankability status at the time of the application, as well as the expected point when the status will change and become bankable.
- Applicants should relate to further financing rounds. For example, if a company has investors for 80% of the stakes – how should further rounds work? How will the EIC Fund equity work?
- Elaborate on how the EIC funding will impact your scalability.
- Companies submitting a grant-only proposal must provide detailed information on how they are planning to secure additional funds for TRL 9 activities and beyond.

PART 2 - EIC SPECIFIC INFORMATION

9 - Implementation Plan - approx. 12 pages, including tables

> This section relates to the evaluation criterion "Implemenation plan".

Work plan and resources

- Try not to indicate a specific date or month (since you do not know when you will sign your GA). Instead count the months in numbers (month 1, month 2).
- Give each WP a title and segment it to the different tasks. Add milestones.
- Try not to combine equity and grant in the same work package. Make sure to indicate specifically whether a budget is requested in the form of grant or equity.
- The budget indicated in the work packages table of Part B of the proposal should show the total costs for each activity.
- There are typically between 4-6 work packages in an EIC Accelerator proposal, to include five work packages.

Please provide the following:

1. Brief presentation of the overall structure of the work plan. The work plan should be a narrative presenting the logical sequence of the work packages corresponding to the key project deliverables.
2. Timing of the different work packages and their components (Gantt chart or similar*).

- Make sure that graphics and charts are easy to read, specifying your work packages and their timelines.
- Don't forget the GANTT chart .
- Keep in mind the lump sum funding when planning the length of the work packages. The payment of the lump sum depends on the completion of the respective work package.

3. Detailed work description, including:

- List of **work packages** (table 3.1a) for the **grant component**, up to TRL 8 activities.

We recommend including not more than five work packages and only essential deliverables (ideally one deliverable per work package). Since the EIC Accelerator is a single entity instrument your company would be the lead participant of all work packages (the same table is also used for collaborative projects, where this column makes more sense).

WP Number	Type of WP*	WP title	Objectives of the WP	Lead participant	PM (Person/ Month)	Start month	End month	Targeted TRL
1								
2								
3								
.....								

*Type of WP: indicate the type of WP by choosing among the following categories: development/technological development, preparation to market activities, project management

- List of **work packages** (table 3.1aa) for the **investment component** (TRL 9 and below, if necessary).

WP Number	Type of WP	WP title	Objectives of the WP	Lead participant	Start month	End month	Targeted TRL
1							
2							
3							
.....							

Work package means a major sub-division of the proposed project. Deliverable means a distinct output of the project, meaningful in terms of the project's overall objective. It can be a report, a document, a technical diagram, a piece of software etc.

Milestones are control points to help to chart your progress. Milestones may correspond to the completion of a key deliverable. They may also correspond to other inputs, allowing the next phase to begin, to decide on further steps or to take corrective measures.

- Description of each work package (table 3.1b) for **both the grant and investment components**.

  For each work package:

Work package number	
Work package title	

Objectives

Description of work: Breakdown the work package into tasks and describe them. F**or grant work packages,** you will be requested to indicate (i) all the activities to be carried out per task and quantify them (e.g; number of protocols, test, measurements, etc. (ii) the estimated distribution of the effort[2] among the tasks in terms of percentage (Example, task 1.1 15%, task 1.2 50%, task 1.3 35%) and (iii) who will do this work and why it is needed for the project (e.g. the number and level of qualification of person-months for personnel, as well as the requested equipment, consumables, meetings, etc.), including the involvement of other participants (subcontractors, etc.). Provide enough detail to justify the resources requested. Deliverables and milestones linked to each WP are listed respectively in table 3.1c and 3.1d, therefore no need to repeat the information here.

General tips for the work package description
Provide a realistic timeframe and comprehensive description of implementation (work packages, major deliverables and milestones, risk management) taking the company's or applicant's innovation ambitions and objectives into account.

- Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out.
- The number of work packages should be proportionate to the scale and complexity of the project. Make sure the activities in the work packages match the rest of the proposal.
- Include details of the resources to be allocated to each work package - they should be in line with their objectives and deliverables.
- WP descriptions need to match your (current) TRL 5/6 status and demonstrate TRL increase.
- Give enough information at task level to fully understand what you are aiming to do.
- Make sure the information about subcontractors is also included in the relevant WP.

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2 The effort shouldn't be expressed solely in terms of persons/month or estimated costs, but the overall efforts put by the company for each task as a quota/percentage of a given work package.

- **For Grant Work Packages**: a list of **deliverables**[3] (table 3.1c);

Only include those deliverables that you consider essential for effective project monitoring.

Deliverable number	Deliverable name	Short description	Related WP number	Lead participant	Type of deliverables	Dissemination level	Delivery date (in months)
1							
2							
3							
....							

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3 You must include a data management plan (DMP) and a 'plan for dissemination and exploitation including communication activities related to innovation activities' as distinct deliverables within the first 6 months of the project. The DMP will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. A template for such a plan is available in the Online Manual on the Funding & Tenders Portal.

Deliverable numbers in order of delivery dates.

Please use the numbering convention <WP number>. <number of deliverables within that WP>.

(For example, deliverable 4.2 would be the second deliverable from work package 4).

Types of deliverables

Use one of the following codes:

R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patent filing, press & media activity, videos, etc.

DATA: Data sets, microdata, etc.

DMP: Data management plan

ETHICS: Deliverables related to ethics issues

SECURITY: Deliverables related to security issues

OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level:

Use one of the following codes:

PU – public, fully open (deliverables flagged as public will be automatically published on the corresponding project overview on the EU CORDIS website)

SEN – Sensitive, limited under the conditions of the Grant Agreement

Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444

Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444

Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

Delivery date

Measured in months from the project start date (month 1)

- A list of **milestones** (table 3.1d) for **both grant and investment components**;

Milestone number	Milestone name	Related WP	Due date (in months)	Means of verification and link to the objectives of the WP
1				
2				
…				

Due date

Measured in months from the project start date (month 1)

Means of verification

Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate.

For example: an existing laboratory prototype; software released and validated by a user group; field survey complete and data quality validated. Please also how the milestone will contribute to achieving the objective of the WP (including achievement of a specific TRL level).

ONLY FOR GRANT WORK PACKAGES:

i. a list of critical risks, relating to project implementation, that may hinder the achievement of the project's key objectives. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e);

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition of critical risk
A critical risk is a plausible event or issue that could have a strong negative impact on the ability of the project to achieve its objectives.
Level of likelihood to occur: low/medium/high
Assessment of the probability that the risk will materialise, even after taking account of the mitigating measures put in place.
Level of severity: low/medium/high
The relative seriousness of the risk and the significance of its effect.

ii. A table showing the description and justifications of **subcontracting costs** (table 3.1g). Please note that core tasks of the project should not be subcontracted.

	Cost (€)	Description of tasks and justification of the best value for money principle (i.e. criteria and/or procedure used for the selection of thesubcontractors)
Subcontracting		

Describe the resources that are available to the company – the facilities, manpower. If your company is working on other projects/products in parallel, make sure to show that the one at hand has ample resources devoted to it.

Make sure to add subcontracting to your costs, if relevant.

ASSESSMENT OF THE "BEST VALUE FOR MONEY"
Experts assess the 'best value for money' of subcontracts during the evaluation of the proposal.
- For this, subcontracts must be described in enough detail.
- If you know the subcontractor, include key information on the subcontract in the proposal (name of subcontractor, price and task), together with the action task(s) to be subcontracted and an explanation on how the subcontractor and the price are appropriate.
- If you do not know the subcontractor, your proposal should set out the task(s) to be subcontracted, the estimated budget and the procedure you will follow to ensure the best value for money. Normally, this option is to be used when you have not yet selected a subcontractor for a task.
- If the SME uses a subcontractor, they must convince and elaborate on the contracting procedure, including the process of selection, credibility and relevant characteristics of the tender.

iii. A table showing the justifications for **'purchase costs'** (table 3.1h) where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A). Please list cost items starting with the highest cost, with the remaining costs not exceeding 15% of personnel costs.

	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

iv. If applicable, a table showing justifications for 'other costs categories' (table 3.1i).

	Cost (€)	Justification
Internally invoiced goods and services		
...		

v. If applicable, a table showing **in-kind contributions** from third parties (table 3.1j, non-financial resources made available free of charge by third parties). Please note that in-kind contributions provided by third parties free of charge are declared as eligible direct costs in the corresponding cost category (i.e. personnel costs or purchase costs for equipment).

Third party name	Catergory	Cost (€)	Justification
	Select between *Seconded personnel* *Travel and subsistence* *Equipment* *Other goods, works and services* *Internally invoiced goods and services*		

10 - How EU support takes the company to the next value point - approx. 3 pages

Explain why you have not been able to raise sufficient investment to carry out the project, and why you need the support of the EIC.

Explain your funding (public/private) so far.

Are you in discussion currently, or planning to start a discussion, with private or public investors? If so, please explain.

Refer to the LoIs (if applicable).

What is your overall funding strategy for the future?

Give numbers, if possible.

Elaborate on how the EIC funding will benefit the development of your innovation and scalability of your business.

Which exit strategy do you foresee including the timeline and expected return on investment? Explain the assumptions behind this.

Refer to the Investment Guidelines: LINK

Are there any financing issues that could compromise the ability of a project partner to exploit the innovation?

11 - The EIC funding request - approx. 1 page

Please explain:
- Which type of EIC funding are you requesting (i.e. grant only, blended, equity only).
- If you are requesting **investment only**, please provide the number of the previous grant received under H2020 SME Instrument/EIC Accelerator Pilot or HE EIC Accelerator.
- Companies submitting a **grant only proposal** must provide detailed information on the activities and evidence that they have (or are in the process of obtaining) sufficient financial means (e.g. revenue flow, existing investors or shareholders) to finance the deployment and scaling up of your innovation.

Refer to the LoIs. Please be aware that the funding request cannot be changed anymore at interview stage.

- Companies submitting a **blended finance or equity only proposal** must explain if they are a subsidiary of another company (parent or holding) which is established in the territory of a Member State or Associated Country and itself eligible for EIC Accelerator support, and if the intended investment should in their view take place in the parent company or holding.

12 - Broad impacts - approx. 2 pages

This section mainly refers to evaluation criterion "Broader impact".

- Describe the societal, economic, environmental and/or climate impact of your proposal.
- Describe your company's potential to create jobs each year for the next 5 years, including indirect jobs if applicable.
- Explain how your proposal contributes to the UN Sustainable Development Goals.

https://sdgs.un.org/goals

- Explain whether and how your proposal contributes to the development of technologies that are of strategic importance to Europe.

DECLARATIONS

These declarations are without prejudice to the Declaration of Honour that selected applicants are requested to sign before entering into any legal commitment.

1. By applying to the EIC Accelerator Programme, you and your company declare that natural persons and Ultimate Beneficial Owners are not listed on sanctions lists and moreover undertake not to do business with customers, or make funds or economic resources available to, or for the benefit of (directly or indirectly) any natural or legal person designated under EU sanctions EU Sanctions Map.

2. Moreover, you and your company declare that entities subject to EU restrictive measures under Article 29 of the Treaty on the European Union (TEU) and Article 215 of the Treaty on the Functioning of the EU (TFEU) as well as Article 75 TFEU will not participate in any capacity in the action, including as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties (if any) - http://www.sanctionsmap.eu

3. In addition, you and your company undertake not to enter into consultations with a view to adopt remedial measures if one of the company's business partners is designated under EU sanctions or makes funds or economic resources available to, or for the benefit of, directly or indirectly, a person subject to EU sanctions.

ANNEXES TO PROPOSAL PART B

Please upload the following documents. The annexes must be uploaded as separate documents in the submission system. For some of them, standard templates are published in the Horizon Europe Funding & Tenders portal:

Mandatory

- **PITCH DECK** - There is no pre-defined template nor limit of slides, however, please keep in mind that you will have 10 minutes to present this pitch deck if you are invited to the face-to-face interviews. The pitch deck should be provided in PDF file format.

  Should you be invited to the interview, you cannot change the pitch deck any more. The pitch deck you submit with the full proposal has to be exactly the same pitch deck that you present during the interview.

- **VIDEO -** You must upload a video pitch of up to three minutes. You may decide to reuse or update the video pitch submitted with your short proposal.
- **LUMP SUM** - Please use the template for the lump sum detailed budget breakdown
- **FINANCIAL PLAN AND EQUITY NEEDED (both for grant only and blended finance proposals)** - Please use the template provided.
- **RESULTS OF THE FREEDOM TO OPERATE (FTO) ANALYSIS** - If you do not have one, please upload

a note of maximum 2 pages outlining your freedom to operate and providing as much information as possible on this issue. In cases where the FTO is not relevant (e.g. software), please upload a simple statement.

- **DATA MANAGEMENT PLAN (DMP)** - If you do not have one, please upload a note of maximum 1 page describing the underlying issues (open access to data, access of public authorities in case of emergencies) and explaining how you would tackle the identified issues where needed.

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/report/data-management-plan_he_en.docx

- **CVS OF KEY PERSONNEL** - Please merge them all in one pdf document.

No predefined format of CVs, you can olso use LinkedIn format.

- **LETTERS OF INTENT** - Please merge them all in one pdf document.

This could for example be LoIs of potential investors, pilot customers, subcontractors, suppliers etc.

- **OWNERSHIP CONTROL DECLARATION** - For applications to challenge 1 (Human centric Generative AI made in Europe) and challenge 3b (Emerging quantum technology components), as well as for open applications falling within the scope of the above mentioned challenges.

Optional

10 pages maximum with any additional information you would like to add.

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Focus: "PITCH DECK"

GENERAL TIPS on interview

- The Pitch Deck provides a snapshot of important issues from the proposal. It can have an impact on the evaluation - since some evaluators look at it before going into detail with the proposal to get a first impression. It must complement and confirm what is written in the proposal.
- In case the applicant is successful at STEP 2, the team will be invited to the jury panel the indicative date of which falls within the week that had preliminary been set by EISMEA in advance.
- Be at the interview site on time (or even early) and plan for possible delays.
- It is recommended to take a look at the Evaluation Criteria in the Guide for applicants.
- Please note that it is not possible to change the Pitch Deck before the interview.
- Contact your NCP for additional advice and support schemes.

WRITING THE PITCH DECK AND YOUR STORY

- Have your audience in mind. These are not your fellow colleagues. Only one of the jury members reads through the entire proposal, the others base their judgment entirely on the proposal abstract (which all reviewed before the interview), the briefing, and your presentation.
- Choose the most outstanding detail/ figure/ fact to begin with – in order to engage and "recruit" the audience right away. It is a good start to secure the audience's attention and curiosity within the first minutes.
- A good presentation should not be too wordy. Do not overburden the presentation, but instead highlight, focus on and emphasise the key messages and figures. Remember, the proposal cannot be conveyed in detail in 10 minutes, choose where to focus.
- There is a difference between a PowerPoint presentation and a handout. Do not design your presentation like a handout!
- The presentation should be simple, clear, concise and cohesive. It must be reader-friendly for non-experts also. Do not only design a presentation – the pitch must be a story that someone who hears it for the first time would be able to repeat and report about to someone else.
- Include only the most important facts, numbers and diagrams that "catch the eye" and are relevant to a specific part of the pitch (such as company growth, market opportunities, financial projections, known companies that will support or be part of the project). Do not use small fonts or a great amount of numbers.
- Make figures understandable, do unit calculations and pricing. Balance between visual vs. text.
- If you want to show a video of your product (at the beginning or end), use one which is silent (some background music is ok) and which serves as a tool for you to give the audience a feel of the product. It is recommended to avoid a video that attracts more attention than you do. Note: Only videos sent in advance through the functional mailbox will be accepted and displayed during the

interview. You may also bring a demonstrator or samples.

- Scalability - the company must convince that the project (as well as the company), has the ability to scale up. For instance, show market traction, commercialisation strategy, potential strategic collaborations, realistic timeline, etc.
- Remember that during the pitch you will have to prove the need for the EIC fund. If you have submitted a grant-only proposal, you must demonstrate your ability to secure other resources for the activities above TRL 8. If you have submitted a blended proposal, be sure to emphasise that the project is currently still not appealing enough (i.e. due to high risk).
- Make sure the project is presented in a cost-effective way (be ready to defend your reasonable estimations).
- Show that you have interacted with your future customers and how their feedback affects your business model and your product.
- Show your project's EU contribution and its social and environmental impact.
- Balance between tech and business during the pitch: do not forget to explain the technological side but focus on the business model and the process of commercialisation. Explain the market segmentation, how you intend to enlarge your market share and the scalability of your commercial strategy.
- Other important aspects are related to the ability to properly demonstrate market traction through STRONG partners, pilots or any other means.
- If there are IP aspects in the project, you should be able to clearly explain their scope and status.

PREPARING TO PRESENT THE PITCH

Make a list of things you want to say:

- Check the consistence of the information you will present as you may be challenged on gaps/inconsistencies.
- Timing is crucial: there is a timer during the interview which will not allow continuing after exactly 10 minutes. You will be interrupted – even in the middle of a sentence. Practice your presentation as much as possible to fit the timing; perhaps include half a minute buffer time to make sure you are within the limit. There will be a "time remaining" sign – make it part of your timing practice.
- Prepare in such a way that you will speak naturally during the pitch. Do not read or do assisted reading from the PowerPoint slides.
- Film yourself while rehearsing and identify possible improvements this way. After recording the presentation, type and trim it in order to make it more effective. Use easy words and easy sentences. Every word counts!
- Pitch the presentation to outsiders unfamiliar with your project. Do this at least 2 or 3 times. Practice presenting as a team: Who is the main speaker, who speaks when, where does everyone stand. When someone else speaks, do not take the attention away from them (do not move around or make hand gestures. Instead listen or nod). "Let the best driver drive ", but make sure that everyone has a role in the pitch and/or in the Q&A session.

- Sometimes the pitching room is small and crowded – be prepared for that.
- If you have a handy exhibit of your prototype, bring it with you and demonstrate it.

DURING THE PITCH AND Q&A

- Describe your innovation in simple words which are easy to understand for everyone. Also, avoid detailed technical explanations and describe your product in view of its application ("putting products in real life situations").
- Pay attention to body language during the pitch and when responding to questions of the jury. Pay attention to the interaction between team members.
- Pitching is not acting: Be yourself, find your style, be emotional, have fun, have energy on stage. Use your voice – fit your voice to what you say.
- Be ready to answer questions about issues that you did not include in your presentation. The questions' section is very important: even the best pitch cannot "save" you if you do not convince with your answers during the Q&A.

THE TEAM

- Most recommended is a pitch team of 3 team members (thus showing seriousness and commitment).
- The dynamics, synchronicity and interaction between the team members and their individual roles in the success of the project will be observed.
- The team members included in the pitch team should have diverse experience and roles (such as CEO, CFO or CTO). All team members should contribute their specific expertise. There should be more than one presenter.
- The jury will check team cohesion, commitment of all members and management skills of the CEO. If you have key opinion leaders on your advisory board, you can mention them (as they raise credibility and trust in your project and in this team to carry it out).
- The team should prove that it has the capacity to execute the project and make a successful, profitable business from your innovation, thanks to its qualifications, skills and experience. Mention relevant experience in the business sector (such as being a serial entrepreneur, leading other similar companies to successful marketing).
- If there are skills that the SME lacks, you should have a solution prepared, recruit the right person and ensure that this is solved to ensure smooth commercialization.

THE JURY

- The jury members have different professional backgrounds, mostly business or investment oriented, but are not necessarily experts in the field of the company. You can find the list of all jury members here: LINK

- The mandate of the jury is to find the closest match between the most innovative companies and the next unicorns in Europe.
- The jury will want to verify the enthusiasm and motivation of the team – i.e. your "skin in the game": that you have invested a lot of time and money in your project, and that you are also taking a risk with it because you believe in it, that you are in control of the company.
- They will also seek to invest the public money in areas in which there are market failures or a changing sector.
- They will want to know about the risks and how the company is going to deal with them. But remember that they are looking for a fundable company (yet one that is, for now; they want to see if there is a solid business model, a financial plan and a clear commercialisation strategy. Know your market and your costumers ("costumer intimacy").
- Since the jury does not have pre-defined questions, they can choose to ask for more details about any aspect of your project that seems unclear to them or on any issue of the written proposal that is hard to assess. Be ready for hard questions – "the devil is in the details".

For example:

1. What will happen if you do not receive the EIC funding? Does the company have other investors? Why do you perceive yourself as 'non-bankable'?
2. Is there a solid business model, a financial plan and a clear commercialisation strategy?
3. How can the business model be further developed?
4. What is the decision-making process in your company?
5. What is your IP strategy and protection? What regulatory issues are you dealing with?
6. Do you see any other application areas for your technology? Why have you decided not to address them now?
7. How do you stand out from the competition?
8. What are your long-term goals? How would you like to globalise the technology?
9. EU added value (for example: will the manufacturing be in Europe? What positive effect will it have on the European economy? Will the IP be kept in Europe?)

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Access2EIC

National Contact Points for Innovation

Access2EIC

ACCESS2EIC is a 84-months coordination and support action aimed to empower and facilitate transnational cooperation within the network of National Contact Points – NCPs focused on the Horizon Europe European Innovation Council – EIC and the European Innovation Ecosystems - EIE. It involves a consortium made of formally appointed NCPs.

ACCESS2EIC comprise a network of 16 partners:

1. AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA (APRE), Italy
2. CENTRO PARA EL DESARROLLO TECNOLOGICO INDUSTRIAL (CDTI), Spain
3. OSTERREICHISCHE FORSCHUNGSFORDERUNGSGESELLSCHAFT MBH (FFG), Austria
4. INSTYTUT PODSTAWOWYCH PROBLEMOW TECHNIKI POLSKIEJ AKADEMII NAUK (IPPT PAN), Poland
5. NATIONAL TECHNOLOGICAL INNOVATION AUTHORITY (IIA), Israel
6. DEUTSCHES ZENTRUM FUER LUFT – UND RAUMFAHRT EV (DLR), Germany
7. INNOVASJON NORGE (IN), Norway
8. BPIFRANCE FINANCEMENT SA (BPIFRANCE), France
9. IDRYMA TECHNOLOGIAS KAI EREVNAS (FORTH), Greece
10. ENTERPRISE IRELAND (EI), Ireland
11. ANI – AGENCIA NACIONAL DE INOVACAO, SA (ANI), Portugal
12. GIS-TRANSFERCENTER FOUNDATION (GIS-TC), Bulgaria
13. CENTRUM VEDECKO TECHNICKYCH INFORMACII SLOVENSKEJ REPUBLIKY (CVTISR), Slovakia
14. NEMZETI KUTATASI FEJLESZTESI ES INNOVACIOS HIVATAL (NKFIH), Hungary
15. TECHNOLOGICKE CENTRUM AKADEMIE VED CESKE REPUBLIKY (TC CAS), Czechia
16. MINISTÈRE DE L'ENSEIGNEMENT SUPÉRIEUR, DE LA RECHERCHE ET DE L'INNOVATION (MESRI), France

www.access2eic.eu

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