EIT DIGITAL SUSTAINABLE GROWTH

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)	EIT Digital	Belgium

Executive Summary

Abstract
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 priorities of the European Commission; its activities are focused on areas essential for European digital sovereignty identified in the EIT Digital SIA: digital tech, wellbeing, cities, industry, and finance.

EIT Digital works with a stand-up, start-up, scale-up innovation funnel that identifies innovation opportunities, builds and scales ventures and breeds and up-skills talents to equip them with both the entrepreneurial and deep tech skills needed. The core of this funnel is the Innovation Factory that creates ventures from open innovation activities carried out by EIT Digital Partners. This is complemented by the Venture Program and by Entrepreneurial education programmes. The Accelerator is focused on scaling these ventures by supporting their growth with access to finance and access to market services.

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 schools, offering master and professional education on the latest digital technologies and on the business opportunities they enable.

To further support the execution of its strategy, reinforce its leadership in the digital transformation of Europe and increase its impact at both European and national level, EIT Digital is increasingly engaging with EU-wide and national initiatives, such as the Digital Europe Program, the EDIHs, Horizon Europe, InvestEU, NGEU and the structural funds in the Member States.
As part of its financial sustainability strategy, EIT Digital is generating income from a diverse set of sources and reinvesting it in impactful activities, thus keeping a stable level of investment over the years, despite the decreasing EIT financial support.

The increasing recognition of our organization is confirmed by the record growth of the EIT Digital's partner network: from 30 partners in 2010, we reached more than 300 partners in 2022; in 2023-2024 we expect a further expansion of our ecosystem by growing the partnership by 15% annually with a focus on industry and SMEs and by driving the geographic expansion to RIS countries. In 2023-2024 about 200 partners from 20 RIS countries will be part of our ecosystem with a growing engagement in our innovation and education activities, driving impact, sustainability, and operational excellence.

EIT Digital works with a stand-up, start-up, scale-up innovation funnel. 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 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 the end of 2022, this has led to an innovation portfolio of more than 300 ventures, of which EIT Digital has received equity in around 220 ventures. BP2023-2024 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 Venture Program. BP2023-2024 will deliver more than 100 new ventures, about half from the Innovation Factory and half from the Venture Program, and about 130 new EIT Digital equity positions including some from boosting early-stage start-ups. 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 450+ companies in their growth; the total investment raised through private investors by these companies exceeds €1.5 billion, with over €100M directly facilitated by the EIT Digital Accelerator. In BP2023-2024 support for over 200 scale-ups is foreseen with an additional €130M 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. BP2023-2024 will continue the strong delivery of digital talent through its Master and Doctoral Schools. In 2023-2024 we expect around 900 Master School graduates, an intake of at least 450 freshmen at our Master School and about 20 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 centered 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 2023-2024 we will deploy 9 blended courses in the Professional School portfolio, with an average of 15 participants for each course edition. Our Summer School co-locates 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 2023-2024, we will run 22 summer schools with more than 800 participants (including 400 paying participants). The growing engagement of partners from RIS countries is further demonstrated by having at least 10 summer schools taking place in RIS countries in 2023-2024.

All EIT Digital activities are concentrated in strategic areas that are essential for European digital sovereignty identified in the EIT Digital Strategic Innovation Agenda[1]: digital tech, digital wellbeing, digital cities, digital 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 focused 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 livable urban environments or the future of finance. As part of BP2023-2024, activities in these domains are increasingly carried out in collaboration with other EIT Knowledge and 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 journey[2]: captains of industry and high-profile start-up 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 industry[3], we launched in mid 2020 a new report on European Digital Infrastructure and Data Sovereignty[4] that received a lot of positive attention, including from the office of President von der Leyen. The next policy report, a European Approach to AI[5], was launched as a result of the

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[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.

[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

cross-KIC initiative in Artificial Intelligence. In 2022, two Makers and Shapers reports have been issued: Digital Technologies and the Green Economy[6] and the Future of Education. New Makers and Shapers reports are foreseen for the 2023-2024 period addressing relevant topics with EU-level relevance, such as the digital transformation of the finance sector.

EIT Digital's strong track record, highlights presented in the table below, on delivering entrepreneurial talent as well as creating and scaling ventures forms the basis for BP2023-2024, 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.

Table 1.11: KPI overview past and future

Area	EIT level KPIs	Validated 2021	Amended Business Plan 2021-2022	Target 2023	Target 2024
Education	EITHE07 – Graduates and enrolled students from EIT labelled programmes in year N	531 (256+275)	654	450	500
	EITHE05 - # Start-ups created by students and graduates from EIT labelled programmes	0	30	25	30
	EITHE09 – Students or graduates who joined a start-up	15	31	-	-
	EITHE08 – Participants in non-labelled education and training	1357	3232	800	1000
Innovation	EITHE02 – Innovations launched on the market	61	115	65	72
	EITHE04 – Start-ups created as a result of Innovation projects	44	80	55	55
Business Creation	EITHE03 – Start-ups/ Scale-ups supported by the KIC	136	306	110	120
	EITHE06 – Investment attracted by KIC-supported start-ups and scale-ups	€102,88M	€100M	€60M	€70M

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 2023-2024 we will further build on the results of previous years, aiming at increasing the percentage of female hires to 60%, the percentage of women in leadership roles to more than 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 Knowledge and 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 cross-KIC initiative aiming at strengthening the relationship between the EIT and the EIC; this promising partnership will broadly strengthen the European support for innovation and entrepreneurship. On top of that, we drive cross-KIC Thematic Innovations in areas of interest of several KICs, such as Health & Wellbeing, Food and Digital Industry. In addition, we lead the cross-KIC Shared Services cluster. 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-KIC initiative, more European universities (at least 25 in 2023-2024) in deploying I&E education and, as a result, increase their innovation capacity.

For the implementation of Business Plan 2023-2024 and reaching the ambition in terms of impact and sustainability, EIT Digital will fully comply with the EIT principles, namely the EIT Financial Sustainability principles, KIC fund principles, Innovation Principles, EIT RIS Hub Minimum Standards and Good Governance principles.

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[6] https://www.eitdigital.eu/fileadmin/2022/ecosystem/publications/EIT-Digital_Report_Digital-Technologies-and-the-Green-Economy.pdf

EIT Digital is also well connected and engages with several EU and national 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. Examples of these successful collaborations are represented by the ongoing collaboration with the EIF on supporting advanced digital skills in Europe, the deployment of several European Digital Innovation Hubs in the countries where we operate, the LoI with DG Connect and the additional financial means mobilized in some countries to support EIT Digital students through sponsored scholarships.

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. The total investment from non-EIT sources mobilized by EIT Digital raises to €106M in BP2023-2024. Below are the 2 tables indicating a) table 1.2 – the business plan budget with EIT contribution currently assigned (which is partial for 2024) as well as b) table 1.3 – business plan with estimated EIT contribution after it's topped up with supplement amount for 2024.

Table 2.2: Summary of 2023 – 2024 budget (with actual EIT contribution) *

Work Package	EIT Contribution	Partner co-funding	NEFAs (Non-EIT Funded Activities)	Total
WP1. Education	€ 7,21M	€ 13,13M	€ 13,26M	€ 33,60M
WP2. Innovation	€ 10,50M	€ 17,50M	€ 21,00M	€ 49,00M
WP3. Entrepreneurship	€ 1,14M	€ 1,75M	€ 1,75M	€ 4,64M
WP4. EIT RIS	€ 6,04M	€ 5,25M	€ 5,25M	€ 16,54M
WP5. Management and coordination	€ 5,11M	€ 1,75M	€ 3,58M	€ 10,44M
WP6. Communication, Dissemination and exploitation of results	€ 0,57M	€ 0,00M	€ 0,00M	€ 0,57M
EIT Digital Business Plan Total	**€ 30,57M**	**€ 39,38M**	**€ 44,84M**	**€ 114,79M**
Cross-KIC and HEI	€ 8,06M	€ 3,50M	€ 4,55M	€ 16,11M
EIT Digital Grand Total	**€ 38,63M**	**€ 42,88M**	**€ 49,39M**	**€ 130,90M**

* - as per Grant Allocation Letter (Ref. Ares(2022)8322302 – 01/12/2022)

Table 3.3: Summary of 2023 – 2024 budget (with estimated full EIT contribution)

Work Package	EIT Contribution	Partner co-funding	NEFAs (Non-EIT Funded Activities)	Total
WP1. Education	€ 8,25M	€ 15,00M	€ 15,15M	€ 38,40M
WP2. Innovation	€ 12,00M	€ 20,00M	€ 24,00M	€ 56,00M
WP3. Entrepreneurship	€ 1,30M	€ 2,00M	€ 2,00M	€ 5,30M
WP4. EIT RIS	€ 6,90M	€ 6,00M	€ 6,00M	€ 18,90M
WP5. Management and coordination	€ 5,85M	€ 2,00M	€ 4,10M	€ 11,95M
WP6. Communication, Dissemination and exploitation of results	€ 0,65M	€ 0,00M	€ 0,00M	€ 0,65M
EIT Digital Business Plan Total	**€ 34,95M**	**€ 45,00M**	**€ 51,25M**	**€ 131,20M**
Cross-KIC and HEI	€ 11,80M	€ 4,00M	€ 5,20M	€ 21,00M
EIT Digital Grand Total	**€ 46,75M**	**€ 49,00M**	**€ 56,45M**	**€ 152,20M**

1.   Excellence in regards to the KIC's Multiannual Strategic Agenda 2021-2027

1.1   Objectives and ambitions

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.

Our multiannual strategy is guided by the EIT Digital Strategic Agenda 2021-2027, which is further operationalized in 3-year refinements, 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 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 organization (ecosystem, entrepreneurial education, innovation & entrepreneurship) and their contribution to the five focus areas.
EIT Digital has a growing, open ecosystem of over 300 partners, which will further grow to more than 400 in 2023-2024. With the addition of new office locations in several countries the number of our locations will reach 25, in 15 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 2023-2024 almost 200 partners from nearly 20 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 2023-2024, we will further intensify our cross-KIC collaboration efforts, by continue leading the cross-KIC Shared Services cluster and actively engaging in all the 5 cross-KIC strategic themes, in the Higher Education Capacity Building Initiative and in several Thematic Innovation 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. We will continue operating the EIT House in Brussels, the EIT Hubs in Silicon Valley and UK and, as part of the cross-KIC Strategic Synergies cluster, we will further develop the cross-KIC AI strategy.

EIT Digital will amplify its "gender diversity action plan" with the goal of Attracting, Engaging, Developing, and Supporting 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 achieve these ambitious goals we will build on the good results achieved until 2022 and will consider the development of new initiatives such as women development programs, specific support to women's network community building and the deployment of gender diversity awareness trainings for all managers.

In line with the EIT Digital Strategic Innovation Agenda[7], 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.

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[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 Agenda 2022-2024, which is aligned with the most recent update of the Strategic Agenda 2021-2027 submitted in March 2021.

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 and growth 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 and, together with the increased size of the partnership, will drive a yearly income of €3.75- €4.00M. At a national and regional level, the establishment of new office locations (including new Regional Offices and EIT RIS Hubs) will be fully financed by Partners or national/regional governments and funding authorities, modelled after the successful examples of the EIT Digital offices in Edinburgh and Tallinn; these will drive €2M non-EIT financial support to EIT Digital. Lastly, EIT Digital is actively engaging with other EU programmes supporting the development of our ecosystem, in particular the Digital Europe Programme, Horizon Europe Pillar II and III and InvestEU. As part of the Digital Europe Programme, EIT Digital is part of 8 successful European Digital Innovation Hub proposals, which will be executed from 2023 to 2026. All these initiatives combined will drive an amount of at least €6M non-EIT financial support in 2023-2024 with further growth expected in 2025 and beyond.

Table 1.4: Summary of EIT Digital FS revenues, €M

FS sources	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4
Income generated by ROI and equity	0,30	0,30	0,30	1,60	0,50	0,50	0,50	0,50
Education	0,25	0,50	0,75	1,00	0,30	0,60	0,90	1,20
Services & consulting	0,50	0,50	1,00	1,00	0,50	1,00	1,00	1,00
Membership fees	0,25	1,00	1,50	1,00	0,30	1,20	1,50	1,00
Alternative funding sources for KIC LE (public and private)	0,50	0,50	0,75	0,75	0,50	1,00	1,00	1,00
SUM OF FS REVENUES	**1,80**	**2,80**	**4,35**	**4,35**	**2,10**	**4,30**	**4,90**	**4,70**

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. Having this approach as core ingredient, EIT Digital focuses on the digital high-end degree education for master and doctoral graduates, young and high-level professionals. In all EIT Digital programmes, participants learn the digital skills from an entrepreneurial perspective and integrate technical competencies in key digital areas with business model thinking.

The EIT Digital entrepreneurial educational offering includes EIT Labelled Master programmes, EIT Labelled Digital Doctorate programmes, EIT Digital Professional education, and EIT Labelled 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 leverage on the expertise of EIT Digital partner universities to propose an education offer that can enable T-shaped engineers to drive innovation. In comparison to traditional technology-focused programmes, our programmes are expected to have a much more immediate impact on Europe's digital transformation.
- 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. EIT Digital doctoral students work on research topics aligned with EIT Digital's focus areas. Next to the core market-driven technology research, our programmes include hands-on I&E education and international mobility.

- The **EIT Digital Professional School** offers short courses in a blended model that combines live face-to-face courses with online introductory modules. Through its topical course contents and suitable blended formats, EIT Digital professional education supports the digital skills upskilling aligned to labour market needs and high-priority digital development objectives of working professionals and executives.
- The **EIT Digital Summer School** offers intensive 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.
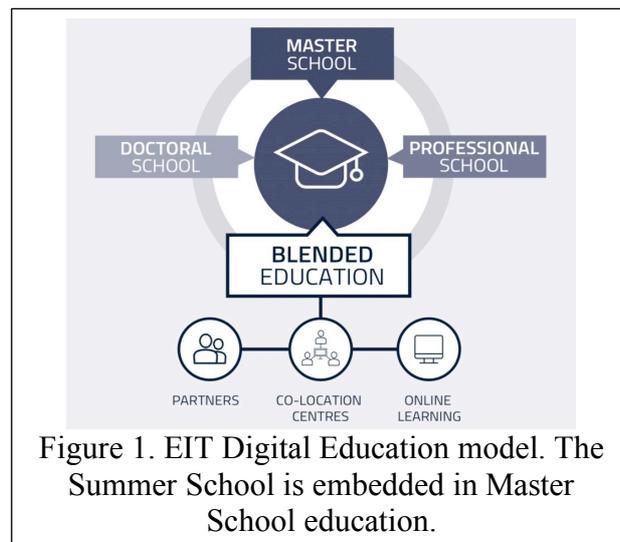

Figure 1. EIT Digital Education model. The Summer School is embedded in Master School education.

In 2023-2024, 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, young professionals, and executives. 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 1,500 eligible applicants for Cohorts 2023 and 2024 and to recruit 450 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. In 2023-2024 the revision of the programme portfolio will continue, as we plan to extend the footprint of our Master School to new European countries, especially RIS countries. In addition, we will further grow our endowment fund by attracting more sponsorship and donation. This will allow us to further develop the scholarship programme and ensure long-term sustainability of the Master School. The financial aid tools available to students will also include a fee deferral payment scheme under the guarantee agreement signed between EIT Digital and the European Investment Fund (EIF). The Master School will also continue strengthening its Knowledge Triangle Integration approach, for example by providing students an increasing number of business cases and internship opportunities at EIT Digital partners and start-ups/scale-ups from the EIT Digital Entrepreneurship ecosystem.

The **EIT Digital Doctoral School** will focus on continuing the support to the PhD candidates hired over the past few years in 2023, 2024 and beyond, including the deployment of a dedicated I&E programme for EIT Digital PhD students. At least 20 PhD students are expected to graduate in 2023-2024. Meanwhile, we will evaluate the implementation of different working schemes for the future to improve EIT Digital's financial sustainability. An example is the partnership defined last year with the Scottish Informatics and Computer Science Alliance (SICSA) as part of the Saltire Emerging Researcher Scheme, through which we secured funding to sponsor the international geo-mobility of EIT Digital PhD students.

The **EIT Digital Professional School** will grow its portfolio of short courses in a range of topics related to digital technology, infrastructure, and transformation. In 2023-2024, we plan at least 2 yearly editions for each course, reaching a total of at least 200 participants. Part of the courses included in the Professional School portfolio will be delivered via the EU-funded project *Training SMEs for the Digital Decade (SME4DD),* which it is funded via the Digital Europe Programme. The project will start in January 2023 and will last three years. A path to be privileged by the Professional School will be approaching the business-to-business market and EIT Digital partners with tailor-made content to meet their specific learning needs. The content for this customized training will be sourced and curated from the current courses in collaboration and curated with the existing knowledge partners.

The **EIT Digital Summer School** will coordinate and support the execution of a total of more than 20 summer schools in 2023-2024, including at least 10 in RIS countries, while at the same time focusing on increasing the

engagement of EIT Digital industry partners and extending the offer to the US and GCC states market. Summer Schools will be themed around the five EIT Digital focus area with particular emphasis on disruptive topics for the European digital market such as Quantum Computing, Metaverse and Green Digital.

In 2023-2024, our entrepreneurial education activities will also be strongly connected and aligned with the **EIT Deep Tech Talent Initiative**, which aims to tackle the existing shortage of digital specialists on the EU market. The Deep Tech Talent Initiative aims to provide Europe with the tech talents needed for the green and digital transition, having the ambitious aim of training one million people in deep tech by 2025. The EIT Digital Entrepreneurial education offering will include several education programmes aimed at training Deep Tech Talents, in particular:

- EIT Digital Master School programmes in Cyber Security, Autonomous Systems, Embedded Systems, Data Science, Cloud and Network Infrastructures. Expected learners: 350. Approximate budget: 4M€ EIT funding, 5M€ partners co-funding, 3M€ non-EIT funding.
- EIT Digital Doctoral School programmes in Artificial Intelligence, Cyber Security, Data and Robotics. Expected learners: 15. Approximate budget: 0.3M€ EIT funding, 0.7M€ partners co-funding.
- EIT Digital Summer Schools in Artificial Intelligence, Cyber Security, Internet of Things, Green Digital, Metaverse, Quantum Computing. Expected learners: 600. Approximate budget: 0.6M€ EIT funding, 1.1M€ partners co-funding.
- EIT Digital Professional School courses in Artificial Intelligence, Blockchain, Cyber Security. Expected learners: 175. Budget: 1M€ partners co-funding, 1M€ non-EIT funding.

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 implemented in the Business Plan 2023-2024. All our
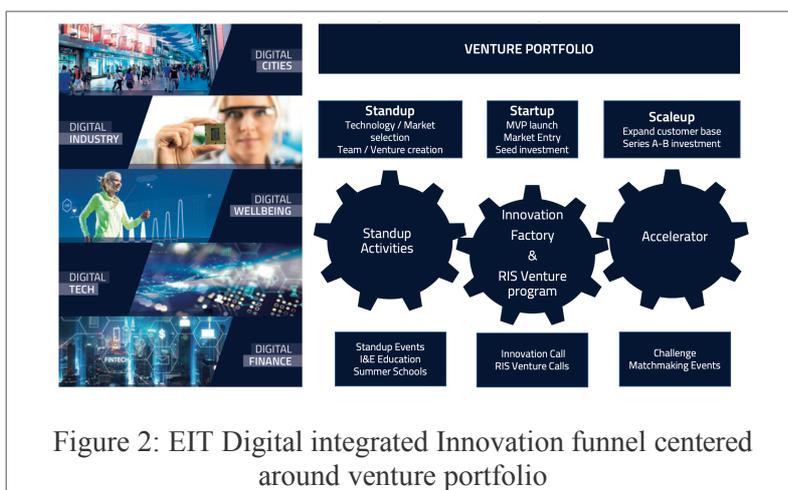
Figure 2: EIT Digital integrated Innovation funnel centered around venture portfolio

activities in area 'Innovation and Research' and in area 'Entrepreneurship' are part of this concerted effort. These activities are centered 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 Venture Program, and Innovation and Entrepreneurship activities in the education programmes (including our business-oriented Summer Schools).

The funnel has instruments that help drive ventures through the various stages of their development, from stand-up, via start-up to and beyond scale-up 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.

Through the Innovation Factory, we collect a large pool of proposals, with the involvement of a high number of new partners, via our broadly advertised open calls following the guidelines of Annex V from the MGA. Independent experts thoroughly review proposals, based on which our portfolio of innovation activities is built. We select activities that have a high economic or societal impact and significant contribution to EIT Digital's financial sustainability. An innovation activity targets either venture creation or early-stage venture boost. Innovation activities bring innovations out of the labs and into the market in record time (typically 6 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 and an investor are involved in the activity from the beginning.

In the area 'Innovation and Research', we have delivered tangible results, which we expect to further grow in 2023-2024, creating more than 50 new ventures, with equity for EIT Digital.

The sustainability of our innovation portfolio through equity in ventures that we create is at the heart of our strategy. By the end of 2022, EIT Digital has acquired more than 220 equity positions; on top of these, in 2023-2024, about 80 new equity positions will be created from the venture activities in the Innovation Factory and 50 new equity positions will be created by the Venture Program, totaling about 350 equity positions gathered for EIT Digital by the end of 2024. 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 more than €400M at the end of 2024. Accordingly, the EIT Digital equity share on these companies will grow up to more than €50M. 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 2023-2024 to reinvest the income in impactful activities. Aligned with this strategy, in 2022 we launched an action plan for engaging with investors in the countries we operate in to support our ventures. The initiative will be further developed in 2023-2024.

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 2022, more than 20 of the EIT Digital Accelerator alumni have become Centaurs, companies with a valuation above €100M. Their collective valuation is higher than €2.8 billion (+50% with respect to 2020), and they have over 3,000 employees (+55% 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 1000 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 €5 million and €25+ 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 2020-2022, COVID-19 has had an impact on the Entrepreneurship segment of EIT Digital, on the intake of scale-ups and on sustainability. In 2023-2024, we are working towards a full recovery of the Accelerator delivery. 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 EIT Digital's sustainability strategy, scale-ups that benefit from the services of the Accelerator compensate EIT Digital for

the provisioning of these services. The current expectation is to sell the Accelerator services to 60 new companies in 2023-2024, and to support an overall portfolio of 200+ scale-ups by end of 2024. The number of A2F investments is expected to increase to a total of €130M with an average deal size of around €10M. In 2023-2024, we expect to invoice €4.6M to the scale-ups and to receive €3.45M in total income.

In addition, in 2023-2024, led by EIT Digital, leveraging the first successful collaboration started in 2022, 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 through the Fast Track instrument. This promising partnership will broadly strengthen the European support for scale-ups, both in funding and in business development. The EIT Digital Accelerator will also increasingly engage with the European Innovation Ecosystems (Horizon Europe Pillar III) in order to support an increasing number of scale-up companies attracting customers and investors across Europe, with a special focus on RIS countries.

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. Since its launch in 2014, the EIT Digital Challenge has received an impressive grand total of 3000 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 2022, the average scale-up applicant has €1.5M in revenues in its last fiscal year, has raised more than €3M of funds, and employs approximately 20 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.

Regarding the participation and involvement of the EIT Digital legal entity established in the UK, it should be noted that EIT Digital UK plays a pivotal role and brings significant added value to the entire EIT Community and to the whole EIT Digital ecosystem.
In the education domain, several positions supported by EIT Digital and financed via the UKRI mechanism put in place by the UK government are based in England and Scotland. These are supported and monitored by EIT Digital staff hired by EIT Digital UK who also facilitate their engagement in new entrepreneurial initiatives across EU27. Therefore, the EIT financial support requested by EIT Digital UK is needed to ensure the overall success and impact generation of the education portfolio, bringing significant added value to the entire ecosystem of both EIT and EIT Digital as well as to ensure proper access by EIT Digital students and learners to the unique know-how, outstanding expertise and support provided by EIT Digital UK staff.
In addition to the above, EIT Digital UK brings access not only to a particular territory but also to a unique innovation and entrepreneurship infrastructure contributing to the overall outcome, impact and financial sustainability generation of the innovation and entrepreneurship portfolio of EIT Digital, and therefore bringing value to the entire EIT and EIT Digital ecosystem. Given the strength of the EIT Community in the UK, and its involvement in numerous innovation activities with partners across Europe, the presence of EIT Digital and its partners in the UK provides innovators and entrepreneurs with access to unique competences and expertise, bringing added value to the whole EIT Digital and EIT Community innovation ecosystems. Furthermore, the staff of EIT Digital UK is always assigned to cross-EU initiatives and therefore their involvement is crucial to ensure delivery and support to the overall EIT Digital partner ecosystem of innovators, entrepreneurs, corporates and RTOs/Universities at a European level. Furthermore, maintaining and building on the vibrant cross-KIC EIT Community startup and investor ecosystem that was developed prior to Brexit is essential to ensure the presence of the EIT Community supported startups, scaleups and innovators in one of the largest markets and innovation hotspots in Europe. This vibrant community of partners, scaleups, startups, innovators and investors has been built since 2010 and many partners and stakeholders have been with the EIT and the KICs since the beginning and were instrumental in the establishment of the first and second wave KICs and to nurture and grow several EU centaurs and unicorns. Moreover, EIT Digital UK generates local revenue, benefiting the whole EIT Community and its entire ecosystem.
In terms of efficacy and cross-KIC collaboration the active KICs in the UK, including EIT Digital, have come together to establish a shared cross-KIC office in a key innovation and transport location in London to optimize cross-KIC collaboration and synergies by bringing added value to the entire EIT community and its broader ecosystem. Office costs are fully taken up by the KICs, while EIT support is needed to maintain the key staff

and part of the activities. A hybrid office/home model has been introduced to optimize access and minimize costs, which have been significantly brought down compared to the pre-Brexit scenario with more than 80% cost reduction compared to 2019.

Lastly it should be noted that for the EIT Digital staff exclusively dedicated to UK activities (i.e. Ecosystem Lead Scotland) no EIT financial support will be requested as EIT Digital has entered into a financial support agreement with the Scottish government since 2018.

1.2 Methodology

Portfolio set up – activity selection

The BP2023-2024 Activity portfolio will be built in compliance with EIT guidelines as well as PA and MGA requirements and by ensuring sound financial management, continuous and proactive risk management, adherence to anti-fraud guidelines; moreover, information events and training sessions for internal staff and Activity coordinators on understanding essential operational, reporting, financial and audit aspects will be organized.

Considering the Activity selection at area level, this defers depending on the business needs as follows:

- Entrepreneurial Academy
  - Open call process for the Summer School and Professional School
  - Direct award process for the EIT-labelled Programmes, the Master School and, occasionally, Summer School (in case of replacement of an awarded programme is needed)
  - Internal Activities for the overall management of the Schools which are not subject to any call
- Innovation Factory
  - Open call process for the Innovation Factory portfolio
  - Internal Activities for the overall management of the innovation portfolio which are not subject to any call
- EIT Digital Accelerator
  - Internal Activity for the overall management and implementation of the EIT Digital Accelerator functions (Sourcing, Access to Market, Access to Finance and EIT Digital Challenge) which are not subject to any call
- EIT Digital RIS
  - Open call for the Entrepreneurial Academy (Summer School) and Innovation Factory
  - EIT Digital Venture Program is an internal activity coordinating the start-up creation initiatives in RIS countries
  - Internal Activities for the overall management of EIT Digital portfolio of all pillars in RIS countries, including the development and expansion of the ecosystem
- KIC Management
  - Internal Activities for the overall KIC management
- Communication
  - Internal Activity covering the KIC communication, dissemination, and exploitation processes

Call planning and preparation, overall process, and outreach for open call

Minimum requirement	EIT Principle applied	Description	Supervision
Setup & General Aspects - Sound financial management (economy, efficiency and effectiveness) - Pan-European character - Risk management	Good governance principles EIT Financial Sustainability principles	EIT Digital has since the beginning of its operation been committed to follow the principle and process of sound financial management and pays close attention to ensure wide pan-European coverage and impact	CxO Legal Finance

Minimum requirement	EIT Principle applied	Description	Supervision
• Management adhering to anti-fraud guidelines. EIT Digital to have a whistle-blower policy • Employing the four-eyes-principle for all transactions and decisions above an agreed threshold • Provision of training on understanding audit requirements and interacting with auditors		when planning its Calls for proposals. The Activities composition for the BP2023-2024 portfolio will be prepared considering EIT guidelines and complying with MGA requirements by ensuring sound financial management, ongoing risk management assessments, management adhering to anti-fraud guidelines and information events for internal staff and Activity coordinators on understanding essential operational, reporting and audit aspects. EIT Digital also has an anti-fraud strategy and whistle-blower policy in place. The four-eyes principle is followed for all transactions and decisions with no threshold being introduced. nevertheless, for Activities coming from open calls EIT Digital recommends for sub granting and subcontracting a maximum € 60.000. Particular cases are assessed on a case-by-case bases. Financial aspects regarding eligibility and compliance with the model are available on the EIT Digital dedicated intranet pages, and presented during informational sessions during each year (beginning of the year when most the Activities kick-off and before reporting).	
Call planning and preparation • Adopting EIT templates for call documents • Getting call approval from EIT (time limits apply - Call document to be shared with the EIT 30 days before launching the call) • Self-assessment form for meeting the KPI requirements to be completed at application stage	EIT Financial Sustainability principles KIC fund principles Innovation Principles	Regarding Call planning and preparation, EIT Digital takes careful consideration of adopting the templates provided by the EIT, prepares the Call text as per the guidelines and requirements and is getting the Call text approved by the EIT respecting the pre-defined time limits. EIT Digital performs its own internal validation process in order	EIT Digital Operations Education and Innovation Team Finance

Minimum requirement	EIT Principle applied	Description	Supervision
• Confirming the case for financial sustainability and co-funding		to ensure that at application stage the minimum EIT requirements are met, predefined KPIs for the specific type of proposal, financial sustainability contribution in line for the EIT funding to be awarded and co-funding level. Proposals cannot be successfully submitted without complying with those elements.	
Outreach to beneficiaries • Publishing the call on the website and on the EC Funding & Tenders portal • Having procedures in place for guiding applicants and potential beneficiaries • Having a process in place for supporting proposal ideation • Having a process in place for facilitating brokerage and matchmaking among existing and new partners	Good governance principles	The EIT Digital Innovation Factory and Entrepreneurial Academy are mainly based on open calls, which are publicly advertised on the EC Funding & Tenders portal, on EIT's and EIT Digital's website as well as on various social media platforms. In order to guide Applicants, dedicated documents presenting the main requirements, eligibility conditions, evaluation as well as selection and award criteria and appeal process are prepared for each call. Info sessions and brokerage events are organized by the pillar teams in collaboration with the Operation and Finance teams. The aim of these events is to inform and guide the participants on the main requirements, facilitate idea sharing and foster collaboration both among existing and new partners. The materials of these sessions and events are made available to participants on the EIT Digital Intranet call page where the call documents and proposal system are also available.	EIT Digital Operations EIT Digital Communication Innovation and Education Team
Process for submitting applications • Common minimum period (2 months) when a call remains open • Submitting a report to EIT confirming the proposals submitted, ranking list and evaluation method followed	EIT Financial Sustainability principles KIC fund principles Innovation Principles	All open Calls for proposals follow the same rule and the Calls remain open for potential beneficiaries to apply for a period of 2 months. Following the evaluation of the submitted proposals, EIT Digital shares a report with the EIT on the ranking list as well as the evaluation method followed in the specific Call	EIT Digital Operations Education and Innovation Team

Minimum requirement	EIT Principle applied	Description	Supervision
• Formal applicant notification about the selection result, attaching the summary evaluation report and the conditions to be fulfilled before contracting (if any). • Publishing the selection results on the website, after their contracting is complete	Good Governance principles	for proposals. To ensure proper transparency of its processes, the EIT is invited to the relevant review gates as per the EIT guidelines. EIT Digital notifies the applicants on the results of the selection by sending them the summary on the evaluation and the conditions to be fulfilled before contracting via its dedicated proposal system, under the Feedback tab, and email. Selection results, following the completion of the contracting with the beneficiaries, are to be published on the website of EIT Digital.	
Process for evaluating applications • Criteria that combine Horizon Europe (a) Excellence, b) Impact, c) Quality and efficiency of the implementation) with EIT Digital's portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects • Evaluation is performed by a minimum number of 3 external experts to ensure fairness and transparency • Report is prepared by independent expert observer • Pool of external evaluators renewed on a periodic basis (e.g., min percentage of new evaluators for every call) • Evaluators sign a contract with conflict-of-interest declarations • Remuneration of external evaluators is based on a common base fee structure • Mechanism in place to evaluate external evaluators with the option to swiftly remove those who do not meet the expected standards	EIT Financial Sustainability principles KIC fund principles Innovation Principles Good Governance principles	The evaluation of the open calls for proposals follows the guidelines provided in the MGA. Criteria are based on a) project excellence and strategic fit; b) impact and sustainability; and c) quality and efficiency of the implementation. Independent of the area or type of call, a good fit with EIT Digital strategy and the five focus areas as well as compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects is mandatory. The submitted proposals are reviewed in line with the selection criteria described in the respective call documents and follow an evaluation process with its three gates: • **Individual expert review**: First, the impact of the submitted proposals is assessed according to the key selection criteria by three external independent experts with technical and investor background (proposals submitted to the Innovation Factory) or with academic and entrepreneurial education background (proposals	CxO Innovation and Education Team EIT Digital Operations

Minimum requirement	EIT Principle applied	Description	Supervision
		submitted to the Entrepreneurial Academy). The key selection criteria for proposals submitted to the <u>Innovation Factory</u> include evaluation of the proposed technical solution for a significant problem with a clear economic/societal impact in Europe, innovation and market potential, relevance, timing, venture profile and additional cash investment, including contribution to EIT Digital's financial sustainability. For the <u>Entrepreneurial Academy</u>, the main selection criteria are strategic importance, market relevance, alignment with EIT Digital's focus areas and contribution to EIT Digital's financial sustainability. The independent experts provide textual comments on each proposal to explain their individual assessments and underline their recommendations for the review gate. • **Expert review gate**: experts come 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. • **Management Committee gate**: Lastly, the Management Committee of EIT Digital analyses the review gate outcomes in order to assign the final placement of each proposal and build a strong strategic portfolio of innovation and education activities with high economic or societal impact and significant contribution to the	

Minimum requirement	EIT Principle applied	Description	Supervision
		EIT Digital's financial sustainability. All meetings are supported by business analytics to visualize all relevant aspects of each proposal and the portfolio composition, including KPIs and Financial Sustainability/co-funding aspects. At the end of the process, applicants receive detailed feedback on the review and decision results via the dedicated section of EIT Digital's proposal system. The independent external experts are selected via an open call of expression of interest. The independent experts are selected based on their profile best suited to the given thematic area, broad geographical coverage and gender balance aspects are also considered. Experts share a common fee structure and before starting the actual evaluation, they are requested to sign a common no-conflict of interest declaration. The pool of external evaluators is renewed on a periodic basis and is expanding yearly.	
Process for informing applicants • Standardised redress/appeal procedure in place • Dissemination of evaluation results (website/Intranet)	Good governance principles	The call documents presenting the main requirements, eligibility conditions, evaluation, selection and award criteria, are also describing the standardized appeal procedure. Depending on the nature of the Call, the evaluation results are published on EIT Digital's website and/or on the Intranet. Communication on the call's results is shared via various social media channels.	Innovation and Education Teams
Process for contracting • Fixed number of days for completing contract negotiation • Each partner identifies individuals with legal and financial responsibility, who are named in the contract	Good governance principles	EIT Digital has defined 20-working days for Beneficiaries to complete and return signed contracts back to EIT Digital. The signed contract is the triggering event for the pre-financing payment to be made. To facilitate a prompt start of the activities, initial discussions are	Partnership and Finance Legal

Minimum requirement	EIT Principle applied	Description	Supervision
• Each partner receives code of conduct and anti-fraud materials Common electronic signature process in place to minimise contractual delays between the EIT Digital and partners		starting with the awarded activities during the 30 days of EIT stand-still period. Each Partner is requested to fill the Partner Identification Form and are to be requested to assign the roles with legal and financial responsibilities, which later are included in the Contract. EIT Digital's Anti-Fraud materials are to be made available to all Partners and to be presented on the EIT Digital Intranet. EIT Digital has an electronic signature function embedded in the PromiseSuite system to facilitate contract signing process. In addition to this few other digital signature tools are being tested for various properties and could be used in cases where partners need a different digital signature properties to appear on the signed documents.	
Process for monitoring • Confirmation of no subgranting between related entities Confirmation of no double funding for the same work	KIC fund principles Good governance principles	At the application stage, Applicants are requested to provide information on their subgranting intentions, which EIT Digital is reviewing before contracting. For transparency and monitoring purpose, EIT Digital is requiring from the Activity Leader to ensure that the sub grantee is registered in the PIF as soon as possible, after the Activity was awarded, and to prepare a subgrantee agreement following the model available on the Intranet. The contract shall be signed and be available on the EIT Digital intranet by the latest before reporting. During the information sessions, Partners are informed on the ineligibility of subgranting between related legal entities and their obligation on submitting the subgrantee agreements and	Finance EIT Digital Operations Pillars

Minimum requirement	EIT Principle applied	Description	Supervision
		evidence of the use of the allocated budget. Over the course of the application process, Applicants are requested to declare and confirm that they have not and will not apply to other KIC or another Horizon Europe programme with the same proposal. In addition to the above, Beneficiaries are reminded on the rule of "no double funding" for the same work performed during the business plan implementation and reporting info sessions, as well as through individual consulting inquiries.	
Process for post-impact assessment • Facilitating dissemination/communication/ exploitation of results • Following the impact of Activity output(s) after a certain period • Providing input to innovation policy discussions	Innovation Principles Good governance principles	In line with the EIT Innovation Principles, the activities are also requested to prepare a comprehensive communication and dissemination plan and enhance the visibility of EIT Digital's portfolio of activities. Success stories are also broadly disseminated through various social media platforms as well as are showcased on EIT Digital's website and other platforms. After the Activity lifetime, the Innovation Team is following up on the evolution of the equity portfolio and other remarkable Activities to facilitate their access to other opportunities like, EIT Digital Accelerator for ventures that reach the minimal growth or collaboration with other partners on Cross-KIC or HE initiatives. EIT Digital Entrepreneurial Academy is following up with the MSL graduates, checking their carrier path and entrepreneurial evolution. Successful entrepreneurs are supported in joining one of the EIT Digital programs, Venture program,	Innovation and Education Team

Minimum requirement	EIT Principle applied	Description	Supervision
		Innovation Factory or for mature cases the EIT Digital Accelerator. Based on the vast experience gained and the lessons learned throughout more than a decade, EIT Digital is best equipped to provide valuable input to innovation policy discussions, contributing to greater impact at European level.	

Direct award is implemented following the EIT Metroline guideline and the elements as described in the minimum requirements for Activity selection. The EIT will be timely informed of such awards, and for the evaluation and feedback sharing will follow the same approach as for the open calls. EIT Digital is planning to mainly use this opportunity of awarding in the Entrepreneurial Academy.

The **EIT Digital Accelerator** uses a three gated process to admit in the program interested companies from any HE eligible countries. In Gate 0, the Sourcing specialist reviews a company (often with the support of a fundraising specialist and business developer) and performs the necessary due diligence. The CEO of the scale-up is then invited to a Gate 1 admission call with a representation of the Accelerator team, typically between 3 to 6 team members from various countries, as well as the Head of the Accelerator. The scaleup's CEO pitches the business with Q&A, which concludes Gate 1. The third and last Gate, or "MC Gate" involves the Management Committee of EIT Digital. If the scale-up passes the MC Gate, it goes to the final funnel stage for closing the admission. The MC strategic decision, including the feedback on the company, is communicated to the Accelerator team. When positive the Accelerator team has the green light to contract the company and start the support.

The **EIT Digital Challenge** represents a significant part of the EIT Digital Accelerator, hence it has a stand-alone selection process. The call 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 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 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 a panel of jury members (Accelerator team members, EIT Digital partners, key opinion leaders in the innovation ecosystem, corporates and VC investors) who evaluate and collectively decide on the top five winners.

A specific selection process is designed for the innovation program support program developed for the RIS region. The **EIT Digital 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 EIT Digital Venture Program selection process is a sound stage-gated evaluation procedure that takes place for each of the regional editions. Although the regions are defined, this is orchestrated as an open call for the specific region. 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.

EIT Digital Communication team is presenting to the wide audience the services provided by the EIT Digital Accelerator as well as the EIT Digital Challenge and EIT Digital Venture Programme are published and extensively advertised on various platforms, making them available for the widest possible audience. Moreover, impressive entrepreneurial results in terms of market outreach and fundraising are shared when concluded.

Portfolio Monitoring and post-assessment of activities

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 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 start-ups 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.

Besides the overall monitoring, at pillar level EIT Digital has implemented specific monitoring mechanisms.

- 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 2023-2024 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 Ecosystem Leads and Administrators across Europe, who are following local activities on a regular basis. For activities related to the delivery of short courses, we also require partners to submit intermediate reports during the year to detail course preparation and execution.
- 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, has established an internal continuous monitoring process as well as a budget assessment for proper utilization of the allocated resources. Our local teams (typically Ecosystem Leaders) 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.

EIT Digital uses specific criteria that can trigger activity re-orientation or can potentially lead to the termination of severely underperforming activities. Activity re-orientation is the result of detected underperformance during the monthly monitoring reviews. The Pillar leaders follow the re-orientation in collaboration with the EIT Digital Node representatives of the Activity Leader. The MC recommendations shall be addressed and incorporated in the Activity within 2 weeks after the MC meeting when the respective Activity was discussed. Provided that the risk is moderated, and the mitigation plan is clear and considered realistic, the case is further managed by the Innovation/Education Lead, in collaboration with other teams of EIT Digital (such as Operations, Communications). In the case when the risk is higher and the corrective measures have a larger impact (i.e. partner replacements), the Innovation/ Education Leads present the case and the correction plan to the Innovation/ Education Impact Meeting (Innovation/ Education Team and Management Committee) to confirm viability and approve the corrective measures.

Terminating Activities is an MC decision following unsuccessful re-orientation. This approach is valid for any kind of Activity. Specifically, when an Innovation Activity presents a high risk of severe underperformance (i.e. key partners stepping out), the Innovation Leads present the case to the Innovation Impact Meeting (Innovation Team and Management Committee) that decides on the termination of the activity or introduces a more impactful mitigation / implementation plan, if that is possible

- The **EIT Digital Accelerator** team members have constant interaction with the start-ups/ scale-ups that are served as part of the running portfolio. Nevertheless, monthly portfolio monitoring on the deal stage of the active companies are taking place, and attention is focused on ensuring proper access to the targeted markets, and closing deals, as well as facilitating meetings with investors.

After the Activity lifetime, the Innovation Team is following up on the evolution of the equity portfolio and other remarkable Activities to facilitate their access to other opportunities like, EIT Digital Accelerator for ventures that reach the minimal growth or collaboration with other partners on Cross-KIC or HE initiatives.

Following the same incentive of fruitful collaboration as mentioned for the Innovation Factory and Entrepreneurial Academy, the EIT Digital Accelerator is following up with their supported scale-ups even after the contract time for facilitation connections via matchmaking or investor events or clear contacts, EIC fast track.

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, InvestEU, 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 centers, 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 make this comply 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 contributes to the EIT and cross-KIC citizen engagement activities.

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, behavioral, 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	€33,6M (€38,4M)*	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 as well as understand and capitalize on market needs. All EIT Digital education programmes have this approach as a core ingredient. EIT Digital focuses on the digital high-end degree education for master and doctoral graduates, young and high-level professionals. In 2023-2024, EIT Digital will continue to deliver education programmes across Europe through four schools: • The EIT Digital Master School aims to achieve an intake with over 1,500 eligible applicants, recruit 450 new students, expand the existing endowment programme for scholarships and ensure the long-term sustainability of the Master School. • The EIT Digital Doctoral School will continue to support the active PhD positions. In 2023-2024 at least 6 Doctoral I&E seminars will be organized and at least 20 PhD candidates will graduate. • The EIT Digital Professional School will maintain and expand the existing portfolio of 9 short courses in a range of topics related to digital technology and digital transformation. In 2023-2024, we plan at least 2 yearly editions of each course. We expect a total of at least 200 participants. • The EIT Digital Summer School will coordinate and support the execution of a total of 22 summer schools in 2023-2024, while also focusing on extending its offer to the US and GCC states. Summer schools will be themed around the five EIT Digital focus areas with particular emphasis on disruptive topics such as Quantum Computing, Metaverse and Green Digital. The Summer School will also continue offering a fee-deferral payment scheme under the agreement with the European Investment Fund (EIF).	Within this Business Plan, EIT Digital will strengthen 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 with other EU instruments to deliver Digital education. This is also expected to increase the attractiveness of the EIT Digital Entrepreneurial Academy. The long-term impact is the creation of systemic collaborations between European Educational institutions able to deliver top notch education in the Digital and Entrepreneurship domain. The delivery through different schools will cater a broad target audience, contributing to the lifelong learning goals set out by the European Commission. The Entrepreneurial Academy will also contribute to a more general upskilling of EU Citizens on Digital topics. These topics have become of prime relevance since all spheres of citizens' daily life are continuously undergoing Digital transformation.

Area	Budget	Outcomes	Impact
		EIT Digital educational activities directly translate into 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, young and high-level professionals. The programmes are being expanded to include universities and training providers from RIS countries with low DESI index, thus contributing to lower the innovation gap in these countries and make the workforce ready for new job opportunities.	
Innovation	€49,0M (€56,0M)*	EIT Digital will select a compelling and impactful innovation portfolio in the BP2023-2024, with about 80 new Innovation Activities aiming to create new start-ups and boost early-stage ones. The success of our innovation portfolio in 2023-2024 will be measured by over 80 EIT KPIs reflecting the number of products or processes launched on the market and more than 60 EIT KPIs reflecting the number of start-ups created as a result of innovation activities, including multi-year tracking KPIs, and more than 70 early-stage ventures supported including some new start-ups that will not achieve the €10K requirement in the timeframe since they will be in a previous stage. This growth is the result of executing on our strategy to support venture creation and early-stage venture boost as an impactful innovation vehicle, and equity as a sustainability mechanism.

The Innovation Factory portfolio selected for BP2023-2024 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 favor 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 venture creation and early-stage venture boost allow to valorize specific assets with potential for growth. | 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. |
| Entrepreneurship | €4,6M (€5,3M)* | EIT Digital Accelerator primary focus is to provide growth support for European deep | Companies enabled to grow and become more dynamic |

Area	Budget	Outcomes	Impact
		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 over 100 companies, which will bring the number of total supported companies to over 450, since the start of Accelerator's operations. The portfolio companies are expected to raise about €130M, which will fuel their ability to grow their EU sales share, and their subsequent market entry in non-EU markets. 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.	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. 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.
RIS	€16,5M (€18,9M)*	In 2023-2024, 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 at 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.	The long-term effect 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.
Management, Ecosystem	€10,5M (€11,9M)*	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 centers, large companies, SMEs, associations and scale-	The continuous effort in building a pan-European ecosystem is expected to have a spillover effect on supporting the creation of

Area	Budget	Outcomes	Impact
		ups from the over 300 members in 2022, many of them being SMEs and organisations from RIS 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.	new digital innovation ecosystems.
Communication, Exploitation and Dissemination	€0,57M (€0,65M)*	EIT Digital keeps contributing to the European Policy discussion through the development of specific policy reports on strategic topics for the European Union, such as 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.	In the long-term, EIT Digital aims to contribute to the forming of European regulation and digital standards that address key European values such as ethics of AI, data protection, and trusted social media platforms.

* - Planned 2023-2024 budget spending with estimated full EIT contribution

Table 2.1.a List of EIT Core KPIs

EIT Area	KPI Code	EIT KPI	Target	Indicate WP(s)
Innovation	[EITHE02.4]	Innovations launched on the market with a sales revenue of least 10 000 EUR documented	95	WP2, WP4
Business Creation	[EITHE04.4]	Start-ups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers	65	WP2, WP4
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes	55	WP1
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups from RIS countries	€130M	WP3, WP4
Education	[EITHE07.1]	Graduates from EIT-labelled programmes	950	WP1
Leveraging investments in R&I	[EITHE11.1]	Total non-EIT financing generated by the KIC Legal Entity	€19M	WP7
Leveraging investments in R&I	[EITHE11.2]	Financial sustainability coefficient	54%	WP7
Horizontal outputs	[EITHE18.1]	% of less represented gender in top governance and management positions combined	40%	WP5

Table 2.1.b. Extended list of EIT KPIs

EIT Area	KPI Code	EIT KPI	Target	Indicate WP(s)
Innovation	[EITHE02.1]	**Innovations launched on the market** Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold	137	WP2, WP4
	[EITHE02.2]	**Innovations launched on the market by organisations from EIT RIS countries** Products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries	28	WP2, WP4
Business Creation	[EITHE03.1]	**KIC Supported Start-ups/Scale-ups** Number of start-ups and scale-ups supported by KICs for at least 2 months in year N	230	WP2, WP3, WP4
	[EITHE03.2]	**KIC Supported Start-ups/Scale-ups registered in EIT RIS countries** Number of start-ups and scale-ups registered in EIT RIS country supported by KICs for at least 2 months in year N	36	WP2, WP3, WP4
	[EITHE04.1]	**Start-ups created** Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	110	WP2, WP4
	[EITHE04.2]	**Start-ups created in EIT RIS countries** Number of start-ups registered in EIT RIS country in year N and established as a result/ based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	22	WP2, WP4
	[EITHE06.2]	**Investment attracted by KIC-supported start-ups and scale-ups established in EIT RIS countries** Total EUR amount of private and public capital attracted within year N by supported start-ups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received	€25M	WP3, WP4

EIT Area	KPI Code	EIT KPI	Target	Indicate WP(s)
		KIC KAVA incl. project support activity.		
	[EITHE05.2]	**Start-ups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes** Number of start-ups established in EIT RIS countries in year N by students enrolled and graduates from EIT labelled MSc and PhD programmes or by learners / participants in other EIT labelled activities. To be eligible, a start-up should be created during EIT labelled programme (by students, participants) or within 3 years from the graduation (by graduates) or within 1 year in case of other EIT Label activities.	11	WP1
Education	[EITHE07.2]	**Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries** Number of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N) with citizenship in EIT RIS countries	250	WP1
	[EITHE08.1]	**Participants in non-labelled education and training** Number of successful participants in EIT professional development courses, online training courses and other education/training activities delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.	1800	WP1
	[EITHE08.2]	**Participants in non-labelled education and training with citizenship in EIT RIS countries** Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which	250	WP1, WP4

EIT Area	KPI Code	EIT KPI	Target	Indicate WP(s)
		have clearly defined learning outcomes, and which carries out competency assessment method are applicable.		
Knowledge Triangle Integration/ KIC ecosystems	[EITHE10.1]	**Active partners collaborating in the KIC** Number of active partners collaborating in the KIC per profile (research; business; HEIs; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	850	WP5
	[EITHE10.2]	**Active partners registered in the EIT RIS countries collaborating in the KIC** Number of active KIC partners registered in the EIT RIS countries. Active partner means organisations that signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	78	WP5
Leveraging investments in R&I	[EITHE12.1]	**KICs SIA funding rate** EIT funding divided by the total value of the entire portfolio of activities implemented by the KIC during a given implementation period, including both EIT Funded Activities (EFAs) and Non-EIT Funded Activities (NEFAs).	25%	WP5
	[EITHE13.1]	**Financial asset valuation** Value of Financial Assets held by KIC at end of the reporting year in EUR	€60M	WP5
Strengthening entrepreneurship and innovation capacity of higher education institutions	[EITHE20.1]	**Number of new partnerships established as a result of the HEI Capacity Building Initiative** New partnerships established by participating HEIs and businesses, research organisations, other actors	16	WP5
RIS-specific indicators	[EITHE22.1]	**Number of new and established KIC Partners from RIS countries** This indicator will measure: •New KIC Partners from RIS countries •Established KIC Partners from RIS countries •Share (%) of KIC Partners from RIS countries among all KIC partners •Share (%) of KIC Partners from the EU-13 Member States among all KIC partners (for each KIC and overall) •Reference to a specific KAVA	180	WP5

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

- The KPI 'Innovations launched on the market' (EITHE02) 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. Furthermore, the breakdown of the KPI generates different values for the sub-KPIs EITHE02.1 vs EITHE02.4 which impacts also EITHE04.1 vs EITHE04.4 KPIs. Some of the ventures created are in an early stage, with a just completed MVP and approaching the market and achieving their first sales, although without reaching the €10K threshold. That happens even for successful ventures that have achieved significant private investors support but are not focused on concrete sales yet. The KPI will be achieved in a further step for many of them.
- The strategic shift of the Innovation Factory towards Venture Boost changes the type of KPI supported, from EITHE02 and EITHE04 to EITHE03. Instead, the creation of a new start-up, the program will support an early-stage venture that has been recently created. That approach increases the start-up survival rate adding quality to the equity portfolio and improving the long-term sustainability by removing some of the challenges associated with the creation process while supporting innovative teams.
- The KPI targets from the SA on 'Students enrolled' (EITHE09) and 'Students graduates from EIT-labelled programmes' (EITHE07) is computed taking into account a realistic 450 Master School graduates from Cohort 2021 and Cohort 2022 and 20 Doctoral School graduates. The realistic estimates are lower compared to the SA forecast due to the changes of EIT Digital admission strategy, market attraction and post pandemic shift in students reaction to educational opportunities. EIT Digital's ambition will be reaching closer to the SA targets, anyhow the realistic values shall be considered under the current definition of the KPIs.
- The KPI 'Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes' (EITHE05) also includes the start-ups created by students in RIS countries. The realistic target is below the SA initial target as the experience proved that for students/ graduates is difficult to bring an entrepreneurial idea to the market in a legal context, to register the start-up and have a first transaction during the first year of operations. For them it is more important to build a strong, impactful, and competitive solution before starting with the bureaucratical aspects.
- The KPI on 'Participants in non-EIT labelled education and training' was set in the SA also considering the involvement of EIT Digital in Cross-KIC activities that will support the reach of such KPI. On the main Business Plan only the Summer School and Professional Scholl can have limited contribution to its success especially considering the re-assessment of the EIT label.

As the overall European R&I framework has significantly evolved, both in the EU and in the Member States, compared to the inception days of the EIT and the first wave KICs, the EIT Community and the first wave KICs will need to adapt their way of work and strengthen their positioning in order to be well integrated with other innovation instruments in Europe. While this can be a tremendous opportunity to prove the impact and added value of the EIT Community, to establish synergies with other instruments and maximize impact for the benefits of European citizens and innovators, it also requires a pro-active and flexible attitude by the EIT and KIC management in order to continuously look for the establishment of strategic partnerships, collaborations and synergies with other instruments. To this end, EIT Digital will further intensify its opportunity scouting activities both at EU level and in the Member States.

Additionally, as the socio-economic landscape is continuously changing, the EIT and the KICs will need to be prepared to manage unexpected circumstances, react fast and rapidly deploy measures to address any new challenge, like done in the past with the response initiatives deployed to respond to the COVID-19 pandemic and the Ukraine war crisis.

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

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 the awareness of stakeholders and target groups (inside or outside of its ecosystem) about the results of EIT Digital activities, their impact, and opportunities for engagement and collaboration.

Our main drivers for communications, dissemination and exploitation, as well as stakeholders engagement 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, entrepreneurship and investment;
- 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 stakeholder engagement by communicating actively on our actions and their results. We also continue to actively participate in EIT and various types 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 competition, 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 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 2023-2024, the brand marketing activities will be further enhanced through a focus on the organisation's slogan: For a strong digital Europe. Inclusive. Fair. Sustainable. All communications and dissemination output 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 in the aftermath of 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 (InnovEIT/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.

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, mobilize them and guide them through the process to ensure target audiences are involved and informed.

KIC External Communications. EIT Digitals fully integrated communication approach provides a solid ground to support the 2022 – 2024 Strategic Innovation Agenda's perspectives. In 2023-2024, 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 start-up 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 scale-up 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.

Results. The increasing recognition of our brand is confirmed by the record growth of the EIT Digital's partner network: at the end of 2022 we have 350+ partners versus 30 partners ten years ago. In 2023-2024 we expect a further expansion, by increasing the number of Partners by 15% annually with a focus on industry, SMEs and RIS countries.

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, mobilize 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.

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.

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	X
Educational institutions	X	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

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 scale-up 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.

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 favored 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.

2.3   Expected impact of the activities for 2023-2024 under the EIT Regional Innovation Scheme (EIT RIS)

In 2023-2024 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. Our objectives for 2023-2024 are:

Ecosystem: EIT Digital regional teams 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 regional teams will also manage the relevant communication and stakeholder 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 regional teams will be responsible for the establishment of new Regional Offices in the countries assigned to them and for the supervision of the existing ones. Regional offices are a core component of the ecosystem development strategy of EIT Digital, they allow to further expand the outreach of EIT Digital activities to new locations and

countries, attract new partners and drive financial sustainability by the operation costs of the newly established Regional Office 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 Regional Offices established in the past few years (e.g. Antwerp, Braga, Edinburgh, Tallinn).

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 2024 EIT Digital partner network will include more than 230 organizations from RIS countries and at least 10 fully established Regional Offices or Co-location Centres in RIS countries.

In addition, EIT Digital will further develop its EIT RIS Hub network by establishing 5 new EIT RIS Hubs, thus reaching a total of 13 EIT RIS Hubs by the end of 2024. The process will be kicked off in early 2023, by launching open calls aiming at selecting new partners to run the EIT RIS Hubs in the following countries: North-Macedonia, Croatia, Malta, Montenegro, Serbia. Calls will be launched in consultation with the EIT, the relevant authorities and NCPs and will ensure coordination and collaboration with other EIT RIS Hubs and/or KIC offices in the countries. To this end, EIT Digital will work in alignment with the cross-KIC RIS Working Group and after the establishment of new EIT RIS Hubs, EIT Digital will closely work with both the newly established RIS Hubs and the existing ones in order to boost the number of cross-KIC initiatives implemented locally and the overall critical mass of KTI activities in the countries. As a subsequent step, when critical mass is proven, EIT Digital may further develop its presence in the countries by establishing an EIT Digital Regional Office.

Education: engagement with universities from RIS countries will be strengthened by expanding the Master School network to new RIS countries (e.g. Romania, Czech Republic, Slovakia, Slovenia) and by increasing the number of Summer Schools in RIS countries (at least 10 summer schools in 2023-2024). These activities will contribute to the overall financial sustainability approach of EIT Digital by attracting more students, learners and partners. Dedicated activities will be deployed in RIS countries directly by the Entrepreneurial Academy, including: students' engagement and recruitment activities; involvement of universities and training providers in the Master School, Summer School, and Professional School (joint work with the relevant Ecosystem's team); support to Summer Schools running in RIS countries; communication and marketing of the Entrepreneurial Academy and its schools in RIS countries.

Innovation and Entrepreneurship: 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 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. The entrepreneurs participating in the program follow a curriculum covering topics on both product and business development. The program is delivered as a combination of individual working with mentors, workshops, and training sessions, which help entrepreneurs develop their skills and knowledge in key business areas such as marketing, sales, financial and business planning. Through these activities, entrepreneurs have access to a network of top international experts and mentors delivering them and providing guidance and support for entrepreneurs' business development efforts. These experts and workshops help entrepreneurs develop their business plans, identify potential investors, and pitch their ideas effectively. In addition, the EIT Digital Venture program Demo Day provides opportunities for entrepreneurs to showcase their businesses and the overall progress achieved during the pre-acceleration program to investors. This gives the entrepreneurs the chance to gain visibility and attract the attention of potential investors. 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. Besides this, there are Innovation Factory activities that provide solutions to address RIS countries specific needs. All these activities will contribute to the overall financial sustainability approach.

3.   Quality and efficiency of the implementation

3.1   Work plan and resources

The design of our core portfolio is centered on focus 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 2023-2024 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) 2022-2024 for the background on our strategy. Via the common themes of the focus areas, we integrate Education, Innovation and Entrepreneurship and align them along our innovation funnel.
The focus areas correspond to segments in the EIT WP/Segment/Activity structure model for the KICs. Moreover, the Work Package (WP) structure of this Business Plan follows the EIT guidance. The WPs are described in the table below providing the portfolio overview of EIT Digital's focus for the near future. A complete list of portfolio projects providing details on Activity descriptions and implementation will be provided gradually during the Business Plan 2023-2024 implementation following EIT guidance and time frame.

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 Innovation Development Support). Details on the various calls and selection process are provided in Section 1.2.

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 2023-2024 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 in 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.

In 2023-2024, EIT Digital enters its 13th 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 organization 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.

The overall responsibility of managing risks lies with the EIT Digital Management Committee. At Activity 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 join during the year. 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 C-level management). Next to formal reporting, regular monitoring as described above will identify risks early and help in implementing mitigation measures.

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 IVZW	144	01/2023	12/2024
WP2	Innovation	EIT Digital IVZW	120	01/2023	12/2024
WP3	Entrepreneurship	EIT Digital IVZW	96	01/2023	12/2024
WP4	EIT RIS	EIT Digital IVZW	360	01/2023	12/2024
WP5	Management and coordination	EIT Digital IVZW	504	01/2023	12/2024
WP6	Communication, Dissemination and exploitation of results	EIT Digital IVZW	24	01/2023	12/2024
WP7	Financial sustainability	EIT Digital IVZW	0	01/2023	12/2024
		Total person- months	1248	01/2023	12/2024

Table 3.1b: Work package description

Work package number	1		Lead beneficiary		EIT Digital IVZW		
Work package title	Education						
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital UK	EIT Digital Spain	EIT Digital Foundation	EIT Digital Hungary		
Person months per participant (KIC LE, CLCs):	144	0	0	0	0		
Start month	01/2023				End month	12/2024	

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 2023-2024 is based on the EIT Digital Strategic Innovation Agenda 2022-2024 and will contribute to the achievement of EIT level KPIs as following:

EITHE07.1 Target Value (2023-2024) = 950

EITHE05.1 Target value (2023-2024) = 55

EITHE08.1 Target value (2023-2024) = 1800 (out of which 580 targeted by the Summer and Professional School)

The work programme includes EIT Labelled Master programmes, EIT Labelled Digital Doctorate programmes, EIT Digital Certified Professional education, and EIT Labelled Summer School education, which are delivered through our 4 Schools.

The student body at the Master School is expected to grow in 2023-2024, with 950 new master's students. An additional 40 students participating in the Industrial Doctoral School programme are also an integrated part of our student body. That means the annual income for the programmes is expected to reach a target of €4.5M in 2023-2024. This is a reflection of the strong brand the EIT Digital Entrepreneurial Academy schools had developed, not only across the EU but further afield, with a number of applicants applying to the Master School from outside the EU. The activities in the Education field will continue to grow at EIT Digital, with the new students enrolled at Master School, bringing the total to over 3000 since 2011. In addition, more than 20 summer schools will be executed in 2023-2024, with a total of about 800 participants, and about 100,000 learners/year will participate in the Massive Open Online Courses on Coursera.

Implementing the financial sustainability strategy of the EIT Digital Entrepreneurial Academy is at the forefront of the efforts being put to manage financial risks and secure future operations of the pillar. During 2023-2024 on top of the EIT contribution received EIT Digital aims at collecting additional:

- €17,1M to support the Master School (€8,5M in private co-funding, €8,6M with NEFA projects);
- €2,1M to support Industrial Doctoral School (€2,1M of private co-funding);
- €2,3M to develop Professional School (mostly raised with NEFA projects);
- €2,2M to support Summer Schools (€1,1M of each private co-funding and NEFA projects);

- €2,7M to support the management and development of entire Education pillar (€1,35M of each private co-funding and NEFA projects).

The FS mechanism is described in the next chapter "Description of Work" as well as in WP7.

Description of work

The portfolio of all KIC activities in Education continues to be released with the EIT Label, except for the Professional School. 85% of the EIT financial contribution to education goes to KIC activities included in the KIC EIT Label portfolio. The target for EITHE07 is 450 foreseen for 2023 and 500 for 2024.

A total budget of €31,1M, out of which €7,03M EIT funding is planned for activities with EIT Label, while a total budget of €2,5M is foreseen for non-labelled activities, out of which €0,18M is planned to be financed from EIT funding.
The detailed breakdown of 2023-2024 Education Work Package budget in relation to EIT labelled vs non-labelled activities is presented in the table below.

Education activities	EIT Contribution	Co-funding	Total
EIT labelled, €M	7,03	24,07	31,10
Non-labelled, €M	0,18	2,32	2,50
TOTAL, €M	**7,21**	**26,39**	**33,60**

Portfolio selection for the Entrepreneurial Academy is based on open calls, with exceptional cases when direct award qualifies better. The process in place is detailed in section 1.2. Besides those activities, there are two complementary activities aiming to the management of the Academy, and EIT Digital involvement in other initiatives which are KIC internal activities coordinated by the KIC LE.

The **EIT Digital Master School** offers 7 EIT Labelled Master programmes (Figure 4), 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. All master programmes at the Master School are fully EIT Labelled. The Master programmes were developed and continuously improved through the past years. The continuous improvement activities will continue in 2023-2024, when the programmes will be revised and updated, also considering the inclusion of new partner universities.
The strategy will focus on expanding the EIT Digital Master School's footprint to new European countries, especially RIS countries, for instance Romania and Estonia. In 2023-2024 we plan to enroll at least 450 new Master students. We will also work on extending the endowment programme for scholarships and on further strengthening the collaboration with Innovation (WP2) and Entrepreneurship (WP3) activities. Additionally, we will improve the Innovation and Entrepreneurship (I&E) blended content and modules for Master education. This will be done via a dedicated Activity, which will aim at harmonizing contents, creating new opportunities for integrated education-innovation activities, facilitating homogenous cross-universities collaborations among students, and scaling the existing content to a higher number of universities.

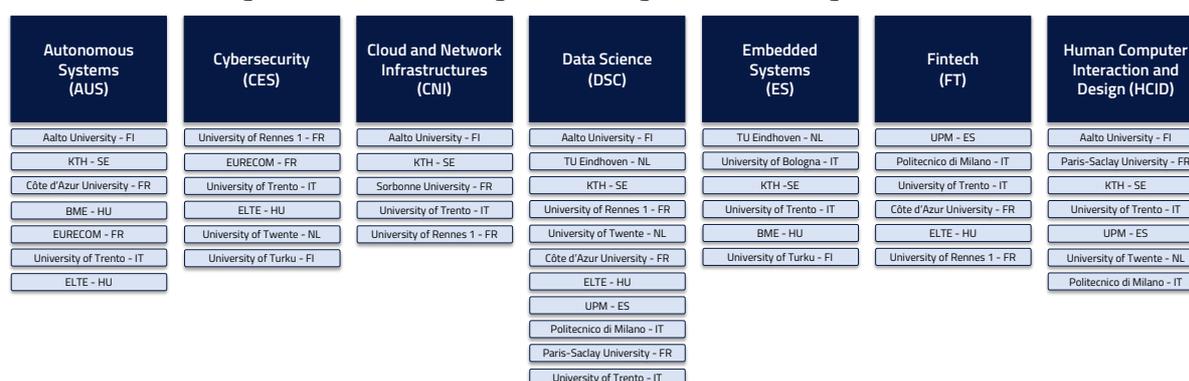| Autonomous Systems (AUS)	Cybersecurity (CES)	Cloud and Network Infrastructures (CNI)	Data Science (DSC)	Embedded Systems (ES)	Fintech (FT)	Human Computer Interaction and Design (HCID)
Aalto University - FI	University of Rennes 1 - FR	Aalto University - FI	Aalto University - FI	TU Eindhoven - NL	UPM - ES	Aalto University - FI
KTH - SE	EURECOM - FR	KTH - SE	TU Eindhoven - NL	University of Bologna - IT	Politecnico di Milano - IT	Paris-Saclay University - FR
Côte d'Azur University - FR	University of Trento - IT	Sorbonne University - FR	KTH - SE	KTH -SE	University of Trento - IT	KTH - SE
BME - HU	ELTE - HU	University of Trento - IT	University of Rennes 1 - FR	University of Trento - IT	Côte d'Azur University - FR	University of Trento - IT
EURECOM - FR	University of Twente - NL	University of Rennes 1 - FR	University of Twente - NL	BME - HU	ELTE - HU	UPM - ES
University of Trento - IT	University of Turku - FI		Côte d'Azur University - FR	University of Turku - FI	University of Rennes 1 - FR	University of Twente - NL
ELTE - HU			ELTE - HU			Politecnico di Milano - IT
			UPM - ES			
			Politecnico di Milano - IT			
			Paris-Saclay University - FR			
			University of Trento - IT			

Figure 4. Master School portfolio: 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. In 2023-2024 the Doctoral School will continue supporting the PhD candidates who were hired over the past years. The support will include the coordination and organization of the Doctoral School's flagship activities, including international geo-mobilities, Business Development Experiences (BDExps) and Doctoral I&E seminars. The Doctoral School will be active in 10 Doctoral Training Centres (DTCs) across Europe with 2 EIT Labelled Doctorate programmes. We expect at least 20 PhD candidates to graduate in 2023-2024.

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 upskilling of working professionals and executives. In 2023-2024 the Professional School will focus on keeping the existing portfolio of short courses updated and attractive. The portfolio includes 9 blended courses (Figure 5), for which a marketing campaign will be rolled out considering the learnings from the past year of promotion. At least one yearly edition per course will be organized. The focus will be maintained on the business-to-business (B2B) market and EIT Digital partners with tailor-made content to meet their specific learning needs. Through an open Call for Proposals in 2023, the Professional School will attempt to find and negotiate partnerships and cooperation agreements with new knowledge partners. To help build a sustainable and coherent professional learning offering, in the Call for Proposals particular attention will be given to stricter criteria on the market viability of the proposals and especially on the level of financials, deliverables and sustainability projections, increasing the chances of mutually beneficial and commercially viable collaborations.
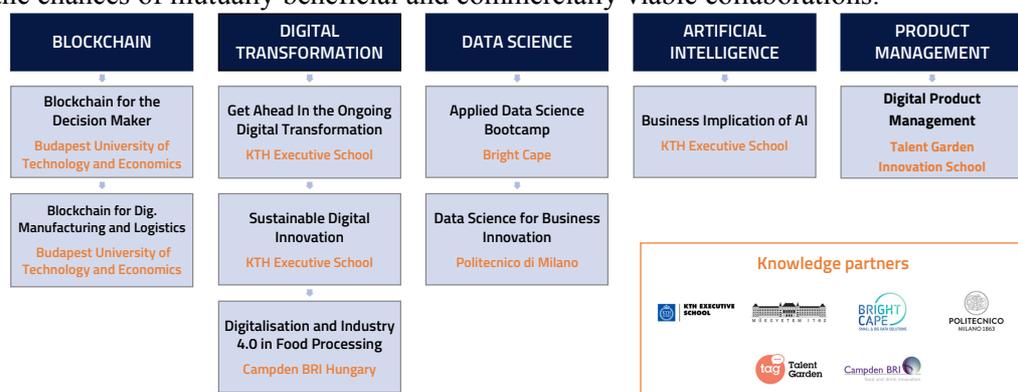

Figure 5. Professional School portfolio 2023-2024.

The **EIT Digital Summer School** co-locate tomorrow's digital entrepreneurs and innovators during summertime for intensive one-week or two-week trainings to jointly tackle societal challenges related to our focus areas. The EIT Digital Summer School is designed for young professionals, Master and PhD students who want to deep dive in emerging digital technology and to learn how to turn these technologies into business. In 2022, EIT Digital successfully piloted a new format of one-week summer school in Tallinn themed around 'Cybersecurity in e-Governance'. This format was extremely popular among young professionals, attracting approximately 50 paying participants. Following this experience, in 2023 and 2024 EIT Digital will extend its offer of one-week summer schools themed around highly disruptive topics such as Metaverse, Quantum Computing, Cybersecurity and Green Digital. By doing so, EIT Digital aims at upskilling young professionals in strategic domains for Europe while maximizing their opportunities in new job markets. The 2023-2024 one-week Summer School portfolio will be designed through open Calls for Proposals as presented in Section 1.2. The selection of proposals, which will be done with support provided by independent external experts, will be carried out based on the excellence, impact, quality and efficiency of implementation, pan-European nature of the proposals, their alignment with EIT Digital's focus areas and Innovation Strategic Agenda 2022-2024as well as their contribution to KPIs and to EIT Digital's financial sustainability by attracting external paying participants.

In addition, two-week summer schools will remain a mandatory component of EIT Digital Master programmes and will still be open to paying external participants. The two-week programmes for 2023-2024 will be selected from the existing portfolio among the most successful summer schools delivered so far. In total, the Summer School will coordinate and support the execution of 22 summer schools in 2023-2024, while also focusing on extending its offer to the US and GCC states and increasing the engagement of EIT Digital industry partners.

The Education portfolio includes the relevant Activities covering the four schools as presented above, one Activity focusing on the management and operations of the Academy and one Activity that covers the

involvement of the EIT Digital Entrepreneurial Academy in Horizon Europe and other national and international initiatives. This latter Activity will include all European and national projects in which EIT Digital is taking part to, such as *Training SMEs for the Digital Decade (SME4DD)* a project via the Digital Europe Programme and aimed at training SMEs professionals in AI, Blockchain and Cyber Security and other initiatives financed mainly by the ERASMUS+ and Horizon Europe programmes.

The overall budget assigned for WP1 portfolio is €33,6M (€7,21M EIT funding and €26,39M Partner contributions, own investments, external funding mobilized, all figures based on planned budget with EIT contribution awarded at the moment of the business plan preparation).

Having in mind the structure of Education pillar activities and the potential diversity of sources of financial sustainability, multiple efforts on different areas are being planned as part of FS strategy of this pillar.

Master School attracts tuition fee paying students thus ensuring substantial financial income which is guaranteed for at least two years ahead of every cohort. For the EIT Digital Master School, the longer-term goal towards 2024 is to reduce the cost associated with scholarships. The tuition fees have been increased already in 2019 while the number of scholarships will be reduced to below 20% of students. At the same time, thanks to an increased number of students enrolled, the revenue of the Master School is expected to grow with an income of at least €4.5M expected from tuition feeds in 2023-2024. An additional stream if revenue for the Master School will be given by sponsored scholarships, with an estimation of about €250k from sponsored scholarships in the next two years.

One of the flagship activities under the **Industrial Doctoral School** is the development of a specific I&E program for the doctoral school students. The program is based on a "package" of five one-week seminars in which the students will be immersed in a business-oriented education focused on leadership and business management. After a pilot deployment in 2020, the "doctoral I&E package" is also available for external paying participants in 2023-2024.

The **Professional School** aims at working with business partners that commit to co-develop the PSL courses, participate in the training and share costs and revenues.

EIT Digital Summer School generates value by facilitating digital transformation of European economy through cross-pollination of future digital entrepreneurs and innovators. In accordance with the three-year growth strategy, it is expected that the number of paying learners in 2023 and 2024 will double compared to the recent financial period. The revenue from paying learners to Summer School programmes will be far above €0.5M in 2023-2024.

The participation of EIT Digital UK is essential for ensuring business continuity in WP1 for different reasons. For example, several of the PhD positions sponsored by the EIT Digital Doctoral School are in England and Scotland, these positions are monitored by EIT Digital staff hired by EIT Digital UK. The eligibility for the UK and Scotland participating in the programmes continue to be aligned for the necessity of the access to unique know-how and the outstanding expertise, bringing added value and competences to the entire ecosystem of EIT Digital. While costs incurred by partner universities and organizations will be supported by the UK Government through the UKRI mechanism, costs of the support staff from the KICs are excluded. Not ensuring a proper support system on the side of the KIC, would jeopardize the overall success and impact generation of the educational activities.

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 Spain	EIT Digital Accelerator			
Person months per participant (KIC LE, CLCs):	48	24	24	24			
Start month	01/2023			End month	12/2024		

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 2023-2024 is guided by the EIT Digital Strategic Innovation Agenda 2022-2024, 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 a strong digital Europe.

The WP will contribute to the achievement of EIT Core KPIs as follows:
EITHE02.1 Target value (2023-2024) = 80
EITHE02.4 Target value (2023-2024) = 75
EITHE04.1 Target value (2023–2024) = 60
EITHE04.4 Target value (2023-2024) = 45
Nonetheless, it shall be considered that the contribution to EITHE02, EITHE03 and EITHE04 depends on the Innovation Factory intake, and it is balanced between RIS and non-RIS activities that can be reported between WP2 and WP4 to reach the EIT Digital overall targets.

Description of work

This WP contains the tasks to develop the EIT Digital Innovation Factory, structured around Innovation Activities where EIT Digital partners commit to develop the work needed to develop and promote an innovative solution based on Deep Tech from a scientific and conceptual stage to a market ready one. The outcome must be structured through a venture created with that specific objective or the boosting of an early stage one that provides the initial foundation for the solution.

The Innovation Factory will develop about 70 Innovation Activities in the period 2023-2024, distributed between Venture Creation and Venture Boost. The initial guideline is distributing the portfolio of activities in 70% of the new companies and 30% early-stage venture boost supporting ones. That will lead to launching on the market about 75 new and improved products, and creating 50 new start-ups, with 20% of them achieved in the RIS countries.

These Innovation Activities are included in one of the five focus areas highlighted in the Strategic Innovation Agenda focus on some of the topics where digital technologies can make a deeper impact in the European economy and society:

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.

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 digitalized 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.

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.

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.

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.

In 2023-2024, the activities composition for innovation areas is based on open calls for proposals, branded Innovation Factory 2023-2024, structured as a continuous intake of proposals, with several cut-off dates in the period when they are evaluated by independent external experts to select the most promising ones, in terms of their contribution to EIT Digital's Strategic Innovation Agenda 2022-2024, the five strategic focus areas, Knowledge Triangle Integration, pan-European nature, innovation and market potential, competitive advantage, timing and relevance, KPIs and EIT Digital's Financial Sustainability. In order to select activities with the highest innovation potential, the independent external experts are requested to evaluate proposals

based on dedicated questions, directly aimed at evaluating the proposals' ability to build innovative solutions for significant problems, with a clear economic and/or societal impact for Europe and whether the proposed technologies are mature enough to address the identified business pain as well as their timing for the innovation in terms of market, user, societal or technological trends and developments. The selection as well as the monitoring process followed is described in detail in Section 1.2.

The objective is to promote a balanced portfolio of Innovation Activities covering all five areas, with approximately 20% on each of them. Nevertheless, selection criteria of the activities focusing on Excellence and Impact, as well as their contribution to EIT Digital's Financial Sustainability will be prioritized over a static distribution. All the process will be aimed to create or support high impact ventures, providing innovative solutions with a significant probability of success, aiming also to contribute to maximum financial sustainability

The Financial Sustainability strategy is a key priority of EIT Digital, and it is based on sharing the success of the supported ventures getting an equity share in the company. For venture creation activities, the equity share is 10%, while for venture boost activities the equity share depends on the maturity of the venture. Therefore, every new venture created or boosted by the Innovation Factory will become part of the Equity Portfolio. The monetization of those assets in the future, with an increased value over time, through exits or sales to investors will provide income to the sustainability of the organization.

To increase the success likelihood of the ventures, the engagement of investors from the inception of the Innovation Activities will be encouraged, up to 50% of the EIT contribution to the venture will be matched by private capital. This is a strong result of our investor engagement efforts to diversify the sources of funding for the Innovation Factory.

Robustness assessment of Artificial Intelligence ethics is performed when selecting innovation activities based on the information provided by the consortium in the proposal form. This is considered further during the implementation of the activities, over the monitoring process, in case developments require revision of the initial assessment.

In addition, the participation in other European or local programs aligned with the Innovation Factory mission and objectives, such as the eight already awarded European Digital Innovation Hubs projects financed via the Digital Europe Programme as well as additional initiatives financed via Horizon Europe and other funding sources will provide funding for additional innovation activities.

The portfolio includes the relevant Innovation Factory Activities covering the five focus areas as presented above, one Activity dedicated to the management and operations of the Innovation Factory and one Activity that covers the involvement of the EIT Digital in innovation projects in Horizon Europe and other national and international initiatives.

The overall budget assigned for WP2 portfolio is €49M (€10,5M EIT funding and €38,5M Partner contributions, own investments, external funding mobilized, all figures based on planned budget with EIT contribution awarded at the moment of the business plan preparation). The financial sustainability of innovation activities shall be secured with resources of activity partners as well as by participating in non-EIT funded pan-European, regional and local projects across different countries. The co-funding for innovation activities shall come from EIT Digital partners which commit to support the undertakings financially and technologically. It is expected that a co-funding ratio would form between 60% and 70% (62,5% on average) and would amount to €17,5M in 2023-2024. In addition to this EIT Digital is increasingly engaging in various innovation projects partially funded by Digital Europe, Horizon Europe and other EU programmes, as well as regional/national funding sources and private investors. EIT Digital expects to achieve €21M of investments into such projects in 2023-2024.

The participation of EIT Digital UK is essential for ensuring business continuity in WP2. While costs incurred by partner organizations will be supported by the UK Government through the UKRI mechanism, costs of the support staff from the KICs are excluded. Not ensuring a proper support system on the side of EIT Digital, would jeopardize the overall success, impact generation and overall financial sustainability contribution of the innovation activities, also bringing considerable added value to the entire ecosystem of EIT Digital. Given the strength of the EIT Community in the UK, and its involvement in multiple innovation activities with partners across Europe by providing additional access to a particular territory, the loss of the KICs presence and their partners will be damaging to the EIT Community's innovation portfolio and impact. Lastly, it should be noted that EIT Digital UK staff is always assigned to cross EU activities and therefore, not supporting EIT Digital UK would affect the overall delivery and support to innovators, entrepreneurs, corporates and

RTOs/Universities at European level. It is therefore essential that EIT Digital UK can participate in the Business Plan and receive EIT funding.

Work package number	3		Lead beneficiary		EIT Digital IVZW		
Work package title	Entrepreneurship						
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital UK	EIT Digital Spain	EIT Digital Accelerator			
Person months per participant (KIC LE, CLCs):	48	24	0	24			
Start month	01/2023				End month	12/2024	

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. By joining the EIT Digital Accelerator, scale-ups enroll in a 12-month program during which they get access to the largest pan-European investor and corporate networks for digital (Access to Finance), but they also get coached for investor and market readiness so that they are in the best position to benefit from the introductions made by the EIT Digital team (Access to Market). Over the years, these two 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 2023-2024 timeframe.
The WP will contribute to the achievement of EIT Core KPIs as following
EITHE03.1 Target value (2023-2024) = 120
EITHE06.1 Target value (2023-2024) = €130M

Description of work
The EIT Digital Accelerator is very well positioned to provide this type of support thanks to its diverse and distributed team comprised of (i) fundraising specialists with a network of 1000+ private and institutional investors across Europe, and (ii) business developers, with a network of 800+ corporate prospects across Europe.
Sourcing and Business Development: In 2023-2024, the scope of the Access to Market team will change from volume lead generation to "sniper" introductions to relevant prospects for the Scaleup. The Sourcing and Business Development teams with years of international experience, a deep understanding of digital technologies as well as the cultural particularities of the various European markets, will help scale-ups make the right decisions.
The sourcing team focuses on driving the pipeline of scale-up admissions. The focus is on ambitious, impactful scaleups with rapid growth and impending Access-to-Finance needs. With the sourcing team focused on identifying those scale-ups in Europe, the Accelerator is able to do a much better selection of these companies. Details on the selection of start-ups/ scale-ups are provided in Section 1.2.
The Business Development team supports scale-ups with their go-to-market strategy and market internationalization plan and finally introduces them to prospects through one-to-one warm introductions, events, and meetings across Europe (sniper approach). The team continues to follow-up beyond the 12 months of contractual acceleration and supports scaleups in the pursuit of the initiated deals for another 12 months in A2F and 18 months in A2M. In 2023-2024, we intend to boost the Business Development and prospect introduction 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 scaleups raise financing rounds between €5-25M (Series A-B rounds) for companies falling in one of two categories: a) €1-5M revenues, 20%+ year-over-year recurring revenue growth, already raised a first seed round below €2M; b) pre-revenue deep-tech companies that have already attracted at least €2M in funding. 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.

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 program fee of €48K is paid to access the 12 months of Accelerator services which includes fundraising support (A2F) and Business Development (A2M). In addition, for each investment deal facilitated via the A2F service, a success fee of 2% is applied on the fundraised amount up to €10M and 1% after the €10M mark. For each deal facilitated in A2M via prospect introductions, a fixed fee per introduction of €500 applies if the scaleup agrees to the introduction and has its first meeting with the prospect. After that, a variable success fee of up to 10% of the deal value will apply, discounted by the fixed fee should the deal close. As a result of the recent economic downturn, scaleups have been experiencing more difficulty raising their financing rounds at the desired company valuations, making them more cash stranded but at the same time in greater need for programs like the EIT Digital Accelerator. The current expectation is to sell the Accelerator services to more than 60 new companies in 2023-2024 looking to raise on average €10M, and to therefore support an overall portfolio of 160+ scale-ups. In 2023-2024, we expect to invoice €4.6M to the scale-ups and to receive potentially €3.45M in total income (€2.76M accounting for 15% in payment failure/inability rate).

In 2023-2024 The Accelerator will see an improved performance thanks to the benefits brought forward by (i) the division between the Sourcing, Business Development and Access to Finance teams to better focus on delivery, (ii) the extended use of dedicated tooling, such as the HubSpot CRM or the DealRoom and Pitchbook data sources and (iii) the full use of the internal referral system to share data and leads between the Node teams, the Innovation Factory and the Accelerator team.

The Accelerator team has established an internal continuous monitoring process whereby on a monthly basis, the Head of Accelerator presents progress reports to the EIT Digital Management Committee, containing information about the year-to-date achievements with respect to the original targets. These processes ensure 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 3,000 deep tech companies from 35 countries. In 2023-2024 the winners will be five and they will get to join the Accelerator free of charge; there won't be any cash prize like in previous years, starting in 2022. This change was made to better align the Accelerator goals with the winning scaleup's goals, focusing on the company's fundraising needs and not on a cash prize. The winners of the Challenge, like in other years, will be required to pay success fees for A2M and A2F deals facilitated by the Accelerator. The Challenge represents the biggest annual marketing campaign of the Accelerator and has an excellent performance track record. In 2023-2024 particular attention will be given to attracting women-led scaleups as well as scaleups in RIS geographies, with the goal of receiving 50%+ applications by female founder/CxO led scaleups and 25% from RIS geographies.

The full selection and operation process of the EIT Digital Challenge is detailed in Section 1.2.

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 2023-2024, these activities will be further aligned to provide high quality scaleup leads and strengthening the EIT Digital Accelerator brand.

The overall budget assigned for WP3 portfolio is €45,643M (€1,14M EIT funding and €3,5M Partner contributions, own investments, external funding mobilized, all figures based on planned budget with EIT contribution awarded at the moment of business plan preparation). The financial sustainability of entrepreneurship activities shall be partially secured with income generated by the EIT Digital Accelerator itself (services fees, success fees, etc.), also by financial contributions of business partners as well as by participating in non-EIT funded pan-European, regional and local projects across different countries. The latter is expected to reach at least €1,75M in 2023-2024, while the co-funding from business partners and own resources reinvested into the business would also reach a combined €1,75M.

The portfolio includes only EIT Digital internal activities coordinated by KIC LE, an Activity covering the EIT Digital Accelerator main streams of action, and an Activity that covers the involvement of the EIT Digital Accelerator in Horizon Europe and other national and international initiatives. In 2023-2024, led by EIT Digital, leveraging the first successful collaboration started in 2022, 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 through the Fast Track instrument. This promising partnership will broadly strengthen the European support for scale-ups, both in funding and in business development. The

EIT Digital Accelerator will also increasingly engage with the European Innovation Ecosystems (Horizon Europe Pillar III) in order to support an increasing number of scale-up companies attracting customers and investors across Europe, with a special focus on RIS countries.

The participation of EIT Digital UK is essential for ensuring business continuity in WP3. In particular, maintaining and building on the vibrant cross-KIC EIT Community startup and investor ecosystem that was developed prior to Brexit is essential to ensure the presence of the EIT Community supported startups, scaleups and innovators in one of the largest markets in Europe. Without support, the EIT Community will lose its added value of having access to a vital geographical environment and a vibrant community of scaleups, startups, innovators and investors, several of whom were with EIT and the KICs since 2010 and were instrumental in the establishment of first and second wave KICs and to nurture and grow several EU centaurs. Moreover, all EIT KICs in the UK generate local revenue, benefiting the whole EIT Community and its ecosystem. Lastly, it should be noted that EIT Digital UK staff is always assigned to cross EU activities and therefore, not supporting EIT Digital UK would affect the overall delivery and support to the EIT Digital startup and scaleup ecosystem at European level. It is therefore essential that EIT Digital UK can participate in the Business Plan and receive EIT funding.

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 Foundation	EIT Digital Hungary	EIT Digital Accelerator	EIT Digital Spain	EIT Digital Finland	
Person months per participant (KIC LE, CLCs):	120	0	72	48	72	48	
Start month	01/2023			End month	12/2024		

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.
The WP will contribute to the achievement of the EIT Core KPIs as following
EITHE02.4 Target value (2023-2024) = 20
EITHE04.1 Target value (2023-2024) = 50
EITHE04.4 Target value (2023-2024) = 20
EITHE08.2-EITRIS Target value (2023-2024) = 250
EITHE03.2-EITRIS Target value (2023-2024) = 62
EITHE06.2-EITRIS Target value (2023-2024) = € 25M
Nonetheless, it shall be considered that the contribution to EITHE02, EITHE03 and EITHE04 depends on the intake of the Innovation Factory, and it is balanced between RIS and non-RIS activities that can be reported between WP2 and WP4 to reach the EIT Digital overall targets.

Description of work
At **Ecosystem level**, a special focus will be placed on the establishment of new Regional Offices in RIS countries; in particular, the Northern European team will explore the possibilities to establish another Regional Office in the Baltics (e.g. Latvia) to complement the Helsinki and Tallinn offices; the Southern European team will explore possibilities of establishing a Regional Offices in Greece, in Southern Italy, Cyprus, as well as other offices in Spain (e.g. Barcelona, Valencia); the Eastern European team will work on the establishment of a Regional Office in Bratislava (Slovakia), in Warsaw (Poland), in Cluj-Napoca (Romania) and in Brno (Czech Republic). 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 start in consultation with the EIT and the relevant local authorities. When required and appropriate, 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 State" representatives will also be consulted. In line with EIT and EIT Digital's financial sustainability strategy, new Regional Offices will need to contribute to EIT Digital's financial sustainability.

Our ambition is to further develop our EIT RIS Hub network by establishing 5 new EIT RIS Hubs, thus reaching a total of 13 EIT RIS Hubs by the end of 2024. The process will be kicked off in early 2023, by launching open calls aiming at selecting new partners to run the EIT RIS Hubs in the following countries: North-Macedonia, Croatia, Malta, Montenegro, Serbia. Calls will be launched in consultation with the EIT, the relevant authorities and NCPs and will ensure coordination and collaboration with other EIT RIS Hubs and/or KIC offices in the countries. To this end, EIT Digital will work in alignment with the cross-KIC RIS Working Group and after the establishment of new EIT RIS Hubs, EIT Digital will closely work with both the newly established RIS Hubs and the existing ones in order boost the number of cross-KIC initiatives implemented locally and the overall critical mass of KTI activities in the countries. As a subsequent step, when critical mass is proven, EIT Digital may further develop its presence in the countries by establishing an EIT Digital Regional Office.

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 organized by the Master School, Summer School and Professional School to attract an increasing number of students from RIS countries to our Master and Summer programmes and boost the participation of professionals from RIS countries to the short-term courses in our Professional School portfolio. In 2022 we welcomed Slovak University of Technology in Bratislava among our Summer School training providers. Following this example, we plan to engage more universities from RIS countries in our education offer in future. For instance, we envisage to extend our Master School's footprint to new RIS countries such as Romania and Slovenia. Additionally, about 10 summer schools will be organized in RIS countries in 2023-2024 following the successful implementation of summer schools in Italy, Spain, Slovakia, Estonia, Slovenia, and Hungary in 2021-2022.

On the **Innovation side**, there are several innovation activities in the 2023-2024 portfolio that have a clear focus on RIS countries. EIT Digital ambition for 2023-2024 is to have 20% of the Innovation Factory successful proposals in developing or implementation their solutions in 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.
The selection of Education and Innovation activities is embedded in the open calls for proposals, 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 2023-2024 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 EIT Digital Accelerator plans to support at least 15 scale-ups in RIS in the 2023-2024 timeframe (25%) and help these scale-ups attract over €25M of investments.

The **EIT Digital 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 coaching, business development support from top international experts and attract first investors. As part of its financial sustainability strategy, EIT Digital takes a 5% equity stake in the ventures created as part of this program. Details on the overall selection and implementation of the Activity are provided in Section 1.2.
For the 2023-24 EIT Digital RIS Venture Program aims to support the creation of 50 new ventures, thus stimulating entrepreneurship and supporting entrepreneurial teams in creating new deep tech companies in RIS

countries. About 10 of them will reach in the timeframe the sales evidence to achieve KPIs EIT. The program will run 6 editions per year in collaboration with regional partners. Editions are:

- Croatia, Montenegro, Serbia, Slovenia
- Cyprus, North Macedonia, Greece
- Estonia, Latvia, Lithuania
- Malta, Portugal, Turkey
- Czech Republic, Poland, Slovakia, Ukraine
- Bulgaria, Romania

with planned flexibility to accommodate potential changes in RIS countries list.

The RIS portfolio includes the specific Activities addressing the involvement on RIS region of our pillars as presented above, and one Activity that covers the involvement of the EIT Digital pillars in Horizon Europe and other national and international initiatives.

The overall budget assigned for WP4 portfolio is €16,54 (€6,04M EIT funding and €10,5M Partner contributions, own investments, external funding mobilized, all figures based on planned budget with EIT contribution awarded at the moment of business plan preparation).

The efforts to ensure financial sustainability of EIT Digital RIS activities are a combination of several vectors including the generic measures, initiatives and actions which are also applied for other areas and WPs. The generic measures, i.e. co-investment by partners, equity transfer within innovation activities or private co-funding of tuition fees and scholarships within education activities, are widely applied in all projects of respective pillars. In addition, there are several specific measures applied to secure the future operations in RIS area, i.e. the expansion of network and contacts via Digital Innovation Hubs, attracting funding and non-financial support of national governments, higher education institutions and private actors. Such measures help expanding the network of EIT Digital partners, which in turn contribution to the FS by paying annual partnership fees.

Having in mind that part of RIS initiatives are meant for the development of ecosystem and the capacity of partners, such initiatives are not in the scope of FS efforts – only the innovation and entrepreneurship activities are expected to contribute to the FS of EIT Digital.

Work package number	5			Lead beneficiary			EIT Digital IVZW	
Work package title	Management and coordination							
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital Spain	EIT Digital UK	EIT Digital Hungary	EIT Digital Foundation	EIT Digital Accelerator	EIT Digital Finland	
Person months per participant (KIC LE, CLCs):	384	0	72	0	0	0	48	
Start month	01/2023			End month	12/2024			

Objectives
The Work Package addresses several aspects of the KIC core functions, such as management, and ecosystem. 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 Partnership Agreement and 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.
This WP will also contribute to the achievement of the EIT Core KPI in WP1-WP4 (especially EITHE02, EITHE03, EITHE04, EITHE05 and EITHE06) and of gender balance of the management.
EITHE12 Target value (2023-2024) = 25%
EITHE18.1 Target value (2023-2024) = 40%

Description of work
Management
One of the main activities under this Work Package is the KIC Coordination Activity, 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. 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 EIT 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 / EC tools for implementation, monitoring and reporting. PromiseSuite also supports all procurement related processes for the KIC LE, the regional LEs and those partners that do not have dedicated procurement systems.

The indirect costs associated with this Work Package include the costs of the CEO, the COO/CFO and the Supervisory Board; for the period 2023-2024, 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, indirect costs elements are related to internal operations: EIT Digital IVZW, the EIT Digital Regional 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. We employ an IT specialist to maintain and operate these systems. The legal counsel, with the support of the COO/CFO, Head of HR and IT Analyst ensures the GDPR compliance of the KIC LE and Regional LE's and its systems. EIT Digital also 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 offices in Amsterdam, Antwerp, Berlin, Braga, Budapest, Edinburgh, Eindhoven, Helsinki, London, Madrid, Milan, Munich, Paris, Rennes, Sophia-Antipolis, Stockholm, Trento and the EIT Digital Hub in Silicon Valley.

The EIT budget supports regional operations, including Co-Location Centres (CLC) and an efficient staffing plan that includes a Director per region and support staff in the countries. 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, the regions 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 2023-2024 is to continue to strengthen the financial sustainability of our regional operations, by increasingly engaging with national, regional and local governments and other relevant funding organizations. A special focus will be put on Regional Offices; in particular, on top the efforts put in place in RIS countries (see the description of the relevant WP), the Western and Northern Europe teams will explore possibilities to establish new Regional Offices in Ireland and the Netherlands to complement the Amsterdam, Berlin, Edinburgh, Eindhoven, Helsinki, London, Munich, Paris Rennes, Sophia-Antipolis and Stockholm offices. Our ambition is to establish at least 2 new Regional Offices in 2023-2024. 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, Western and Northern Europe in recent years have developed strong communities around AI with leading Universities, RTOs, corporates, and innovative SMEs. The other topics where EIT Digital sees strong potential are Quantum Tech and Cybersecurity. In line with EIT and EIT Digital's financial sustainability strategy, new Regional Offices will need to contribute to EIT Digital's financial sustainability.

The Work Package contains only EIT Digital internal activities that refer to the KIC overall coordination to ensure proper and effective management of the KIC LE Operations, including HR, procurement, legal and IT processes.

The overall budget assigned to WP5 is €10,44 (€5,11M EIT funding and €5,33M Partner contributions, own investments, external funding mobilized, all figures based on planned budget with EIT contribution awarded at the moment of business plan preparation). WP5 contains only EIT Digital internal activities that refer to the KIC overall coordination to ensure proper and effective management of the KIC LE Operations, including HR, procurement, legal and IT processes.

The participation of EIT Digital UK is essential for ensuring business continuity in WP5. In particular, maintaining and building on the vibrant cross-KIC EIT Community ecosystem that was developed prior to Brexit is essential to ensure the presence of the EIT Community in one of the largest markets, Innovation hotspots, startup and investor ecosystems in Europe. Without support, the EIT Community will lose its added value of having access to a vibrant community of experts with outstanding expertise, access to a key geographical environment and particular data, loyal and highly active partners, several of whom were with EIT and the KICs since 2010 and were instrumental in the establishment of first and second wave KICs. Moreover, given the strength of the EIT Community in the UK, and its involvement in multiple innovation activities with partners across Europe, the loss of the EIT KICs presence and their partners will be damaging to the EIT Community's innovation portfolio, impact and financial sustainability. In particular, all EIT KICs in the UK generate local revenue, benefitting the whole EIT Community and its broader ecosystem. In terms of efficacy and cross-KIC collaboration the active KICs in the UK have come together to establish a shared cross-KIC office in a key innovation and transport location in London to optimise cross-KIC collaboration and synergies. Office costs are fully taken up by the KICs, while EIT support is needed to maintain the key staff and part of the activities. A hybrid office/home model has been used to optimize access and minimise costs, which have been significant brought down compared to the pre-Brexit scenario (more than 80% cost reduction compared to 2019). Lastly, it should be noted that EIT Digital UK staff is always assigned to cross EU activities and therefore, not supporting EIT Digital UK would affect the overall delivery and support to the EIT Digital partner ecosystem at European level. It is therefore essential that EIT Digital UK can participate in the Business Plan and receive EIT funding.

Work package number	6			Lead beneficiary			EIT Digital IVZW
Work package title	Communication, Dissemination and Exploitation of results						
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital Hungary	EIT Digital UK	EIT Digital Sweden			
Person months per participant (KIC LE, CLCs):	0	0	0	24			
Start month	01/2023			End month	12/2024		

Objectives
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.
This Activity will contribute to EITHE17.1 KPI by precise internal and activity specific KPIs.

Description of work
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 emphasizes 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. Together with the other KICs, EIT Digital will support the hubs' annual open days from our relevant regions. EIT Digital will also support EIT-led event formats such as the Innoveit Summit and related policy events and Open Days, should the concept of 2022 be continued.

Social Media: Leverage engagement and moderation of key communities from industry, institutions, and the academy through organic and paid campaigns. Continue the transition from unidirectional communication towards engaging dialogues. Increase 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 2021 provides a solid basis for this and further improvement, based on Search Engine Optimisation.

Key Stakeholder Projects: Continue capitalising on Makers and Shapers series, featuring stakeholder video conversations and bespoke reports to position EIT Digital as an influencer and thought leader, as well as contributing to various Cross-KIC Activities, such as the Call for Higher Education Institutions (HEI), New European Bauhaus initiative and Innovation Impact Artificial Intelligence activity as well as the EIT Digital – European Innovation Council collaboration – all enhancing EIT's reputation as a whole.

The overall budget assigned for WP6 is €0,57M (entirely funded with EIT grant, all figures based on planned budget with EIT contribution awarded at the time of the preparation of the business plan). The Work Package contains only one EIT Digital internal activity that is coordinated by the KIC LE and refers to the overall communication, dissemination, and exploitation activities.

Work package number	7	Lead beneficiary			EIT Digital IVZW
Work package title	Financial Sustainability				
Short name of participant (KIC LE, CLCs)	EIT Digital IVZW	EIT Digital Accelerator	EIT Digital Education Foundation		
Person months per participant (KIC LE, CLCs):	0	0	0		
Start month	01/2023			End month	12/2024

Objectives

They key purpose of this Work Package is to ensure the operationalization, implementation, development and monitoring of EIT Digital financial sustainability strategy which aims at generating sufficient income which could then be reinvested into impactful activities and ensure long term development of the organization.

EIT Digital sustainability strategy encompasses several elements aiming at diversifying the sources of income of EIT Digital and leverage the key strengths and delivery of the EIT Digital pillars. Co-investments from partners and accrual of assets in a form of equity positions are seen as the key drivers of long-term financial sustainability. In addition to these also significant income generation is planned via membership fees, education services, accelerator services as well as active engagement with other national, regional and European programmes (i.e. European Digital Innovation Hubs, Horizon Europe projects, etc.).

This Work Package will contribute to the achievement of the EIT Core KPIs as well as KIC specific KPIs in WP1-WP4.

EITHE11.1 Target value (2023-2024) = €19M
EITHE11.2 Target value (2023-2024) = 54%

Description of work
Income generated by equity
In the long-term perspective one of the most significant income sources shall become equity positions in start-ups created from the EIT Digital Innovation Factory and Venture Program. Efforts in this direction are particularly incentivized since 2019. For venture creating Innovation Activities, EIT Digital takes minority equity shares in start-ups created as a result of these activities. The equity allocated to EIT Digital is provided in consideration for the innovative eco-system services rendered by EIT Digital to the Activity and as a contribution to the financial sustainability of EIT Digital and consists of ordinary shares in the new start-up. In addition, EIT Digital takes a 5% equity in the start-ups created as part of the Venture Program dedicated to RIS countries. The equity positions in the portfolio are expected to mature for 3-5 years before they can be realized and bring positive cash flow into EIT Digital.

To support the financing of the ventures created out of our innovation activities, as well as the RIS Venture Program, EIT Digital aims at diversifying the sources of financing, which on top of the EIT funding and Partner co-investments, include other EU funding, reinvestable income from equity and the structural engagement with private seed investors and national/regional funds. A compelling value proposition for investors has been developed to showcase them the opportunity of investing in our start-ups, support them and increase their chances of success.

Accelerator services and consulting
Scale-ups and SMEs that benefit from the services of the EIT Digital Accelerator compensate EIT Digital for the provisioning of these services. A base fee of €36k-€60k is set for providing basic Accelerator services, while in addition each deal successfully implemented with the help of Accelerator (either access to market, or access to finance) is rewarded with a success fee.

Education pillar income
Education pillar income is generated through several activities:
a) **EIT Digital Master School programmes,** that are specifically tailored to respond to the emerging needs of innovation-hungry industries. EIT Digital Master School attracts tuition fee paying students thus ensuring substantial financial income which is guaranteed for at least two years ahead. For the EIT Digital Master School, the longer-term goal towards 2024 is to reduce the cost associated with scholarships. The tuition fees have been increased already in 2019 while the number of scholarships will be reduced to below 20% of students.

b) **EIT Digital Industrial Doctoral School program** provides PhD grants for up to 4 years and is focused on innovations in key EU industrial areas. In addition to this, one of the flagship activities under the doctoral school is the development of a specific I&E program for the doctoral school students. The program is based on a "package" of five one-week seminars in which the students will be immersed in a business-oriented education focused on leadership and business management. After a pilot deployment in 2020, the "doctoral I&E package" will be also available for external paying participants in 2023-2024.

c) **EIT Digital Professional School** courses implemented by EIT Digital and its partners on the basis of revenue sharing agreements. The corporate partners' commitment includes co-development, participation in the training, and cost/revenue sharing.

d) **EIT Digital Summer School** generated value for the European economy by facilitating its digital transformation through cross-pollination of tomorrow's digital entrepreneurs and innovators. In accordance with the three-year growth strategy, it is expected that the number of paying learners will double compared to the recent financial period.

Membership income
The membership fees are an important component to sustain the EIT Digital infrastructure. Members in exchange get the possibility to engage in the governance of EIT Digital as well as benefit from the functioning innovation ecosystem which allows accessing talents, start-up investment platform, research infrastructure as well as maintaining contacts of innovation community in Europe and beyond. In addition, a number of organisations increasingly engage in the EIT Digital activities on a temporary basis as External Partners - a temporary affiliation which allows organizations to be engaged in our Activities without having access to our Governance bodies in exchange of a 50% reduced fee.

In order to reflect a growing demand for financial sustainability and boost the flow of income from this source EIT Digital General Assembly has decided to gradually increase the annual membership fees by 10% per each year of 2022-2024 period.

Alternative sources of income

Income generation through alternative income is focused on several elements: a) engagement with regional and national funding agencies in order to obtain financial support for our regional operations; b) leading or supporting several European Digital Innovation Hubs as part of the Digital Europe Programme (in 2022 EIT Digital has successfully participated in 10 winning proposals); c) developing synergies with other initiatives at European level to identify and attract new financing sources. These include, e.g, the EIT-EIC pilot aiming at testing new collaboration mechanisms between the EIC and the EIT Innovation Communities developed in 2022 and to be further scaled up in 2023-2024, Horizon Europe Pillar II and III activities (3 new activities have been successfully launched by EIT Digital in 2022 and will be further developed in 2023-2024), Digital Europe Programme activities, InvestEU instruments (e.g. collaboration agreement with EIF to support deferred payment of tuition fees, launched in 2021 and further developed in 2023-2024), and public tenders (e.g. the successful bid to a tender issued by ECB won by a consortium with EIT Digital participation that will run in 2022-2025).

The overall plan of financial sustainability income during 2023-2024 per income source is presented in the table below.

FS revenue sources	2023, €M					2024, €M				
	Q1	Q2	Q3	Q4	TOTAL	Q1	Q2	Q3	Q4	TOTAL
Income generated by ROI and equity	0,30	0,30	0,30	0,60	**1,50**	0,50	0,50	0,50	0,50	**2,00**
Education	0,25	0,50	0,75	1,00	**2,50**	0,30	0,60	0,90	1,20	**3,00**
Services & consulting	0,50	0,50	1,00	1,00	**3,00**	0,50	1,00	1,00	1,00	**3,50**
Membership fees	0,25	1,00	1,50	1,00	**3,75**	0,30	1,20	1,50	1,00	**4,00**
Alternative funding sources for KIC LE (public and private)	0,50	0,50	0,75	0,75	**2,50**	0,50	1,00	1,00	1,00	**3,50**
SUM OF FS REVENUES, €M	**1,80**	**2,80**	**4,30**	**4,35**	**13,25**	**2,10**	**4,30**	**4,90**	**4,70**	**16,00**

Table 3.1c: List of Deliverables

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D1 D2	Entrepreneurial Academy call information and documentation	A report including: **Call information and documentation** - Documentation related to the projects selection procedure which will take place in 2023 and 2024 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. **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. KICs will send short summaries of each project content. No specific format is required The KIC will include lists and short summaries of the projects/activities that were subject to direct award, if any. **Call results and statistics** - 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. EIT Core KPIs per activity. This information shall be published on KIC's website and EIT to be informed.	WP1	EIT Digital IVZW	R	P	12; 24
D3 D4	Entrepreneurial 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	12; 24

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
		Brief Annual report on implementation of EIT label activity(s) - as required in the EIT Label Handbook Annual financial plan with milestones and targets					
D5 D6	EIT Digital Labelling Strategy	EIT Digital Labelling Strategy describing the particular EIT Label elements of EIT Digital at Masters and Doctoral level, Fellowship and Professional education	WP1	EIT Digital IVZW	R	P	12,24
D7 D8	Innovation Factory call information and documentation	A report including **Call information and documentation** - Documentation related to the projects selection procedure which will take place in 2023, 2024 and 2025. 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. **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. KICs will send short summaries of each project content. No specific format is required The KIC will include lists and short summaries of the projects/activities that were subject to direct award, if any. **Call results and statistics** - 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. EIT Core KPIs per activity.	WP2	EIT Digital IVZW	R	P	12; 24

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
		This information shall be published on KIC's website and EIT to be informed.					
D9 D10	Innovation Factory report	A report on the implementation of the innovation portfolio. Ethics information will be included as indicated in the KIC self-assessment BP2023-2024	WP2	EIT Digital IVZW	R	P	12; 24
D11 D12	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	12; 24
D13 D14	EIT Digital RIS report	A report summarizing the education, innovation and entrepreneurship activities	WP4	EIT Digital IVZW	R	P	12; 24
D15 D16	EIT Digital Venture Program	A report presenting the Venture Program from planning to successful implementation	WP4	EIT Digital IVZW	R	P	12; 24
D17	Impact delivery targets for each EIT RIS Hub	A deliverable providing time-bound and measurable, multi-annual impact delivery targets for each EIT RIS Hub in fulfilment of the common list of EIT RIS Hub KPIs provided by the EIT	WP4	EIT Digital IVZW	R	P	3
D18	Financial Sustainability targets for each EIT RIS Hub	A deliverable providing multi-annual financial sustainability targets for each EIT RIS Hub	WP4	EIT Digital IVZW	R	P	3
D19	Multiannual work plan – Business Plan per se 2023-2024	KIC Business Plan (Part B, excluding this appendix) should be published on the KIC website, together with the following information: - 2023-2024 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 2023-2025) and (ii) Staff plan The document is expected to be published only after the GA signature.	WP5	EIT Digital IVZW	R	P	12

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D20	EIT Digital portfolio of activities	This report will include the list of activities selected for implementation under the Business plan. There will be presented the ranking, short summary and mean of award. The KIC will share with the EIT the ranking lists and short summaries of the projects/activities at the end of the evaluation with information content on selected projects as per the agreed data model, within 30 working days and before the KICs' formal agreement with the activities' coordinators. To ensure compliance with Annex 5 of the grant agreement, the KIC will share with the EIT the lists and short summaries of the projects/activities that were subject to direct award.	WP5	EIT Digital IVZN	R	SEN	0
D21 D22	EIT Digital calls 2023-2024	This report summarizes EIT Digital calls planned for 2023 and 2024. The tentative timeline will be updated during the Business Plan implementation in order to ensure proper business continuity and address the strategic view of EIT Digital.	WP5	EIT Digital IVZN	R	P	3, 14
D23 D24 D25 D26 D27 D28 D29 D30	CORDA – EIT Digital updates	Provision of up-to-date project/proposal/partner/KPI data provided to the Corda system on a regular basis	WP5	EIT Digital IVZN	DATA	P	3,6,9,12,15, 18,21,24
D31 D32	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	WP5	EIT Digital IVZW	R	P	12,24

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D33 D34	EIT Annual KPIs targets	Table listing all the EIT KPIs (see Annex I in these guidelines – KPIs highlighted as TARGET) stating the KIC annual targets	WP5	EIT Digital IVZW	R	P	12,24
D35	Anti-fraud Strategy and Code of Conduct	EIT Digital Anti-fraud Strategy and Code of Conduct	WP5	EIT Digital IVZW	R	P	24
D36	Data Management Plan	The Data Management Plan will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. The Deliverable will follow the template available in the Online Manual on the Funding & Tenders Portal	WP5	EIT Digital IVZW	DMP	SEN	6
D37 D38	Success stories, good practices/lessons learnt	EIT Digital Success stories, good practices/lessons learnt	WP6	EIT Digital IVZW	R	P	12,24
D39 D40	Communication and Dissemination report	A report on all Dissemination, Communication and stakeholder engagement activities and efforts covering all portfolio activities	WP6	EIT Digital IVZW	R	P	12,24
D41 D42 D43 D44 D45 D46 D47 D48	Financial Sustainability report	Report on the Financial Sustainability Mechanisms	WP7	EIT Digital IVZW	R	P	3,6,9,12,15, 18,21,24

*Due months for some of the Deliverables may defer as per EIT communication due to logistic or system constraints. The timely submission will be ensured with good will.

Table 3.1d   List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification
M1	Entrepreneurial Academy call	WP1	12,24	List of granted proposals
M2	Innovation Factory call	WP2	12,24	List of granted proposals
M3	EIT Digital Challenge	WP3	12,24	List of winners
M4	Portfolio monitoring	WP1, WP2, WP4	12,14	Monitoring overview
M5	EIT Digital Venture Program	WP4	10,20	List of VP results and winners
M6	Dissemination and Exploitation Plan	WP5	6,18	Dissemination and exploitation strategy document
M7	EIT Digital Annual report launched	WP5	6,18	EIT Digital Annual report
M8	EIT Digital conference	WP1-WP6	9,18	List of participants, dissemination materials
M9	Business Plan Amendment	WP5	9,18	Amended BP document and annexes
M10	Interim Report	WP5	12	Reporting materials and annexes

In Table3.1e EIT Digital provides its risk register to be used for the 2023-2024 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 Activity 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 during the year. 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 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: 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
Bankruptcy of partner (i. Low; ii. High)	WP1-WP7	Staged pre-financing (per quarter whereby last quarter after submission of the Cost Report).
Partner leaving EIT Digital (i. Low; ii. Medium)	WP1-WP7	Increased effort to attract new partners aligned with strategy; as our internal agreement with the

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures
		partner keeps the financial obligations intact, there is no financial risk for the current business year.
Non-performance of partner in an Activity (i. Medium; ii. Medium)	WP1-WP7	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 (i. Medium; ii. Medium)	WP1-WP7	The responsibility of the performance of an Activity is with a partner (Activity Lead). EIT Digital By-laws define the formal obligations. EIT Digital monitoring facilitates potential re-orientation / 'stop and go' decision over an Activity based on the planned progress towards (DEL/OUT/KPIs- start-up creation or MVP). 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 start-up/scale-up (i. Low; ii. Medium/Low)	WP3	A 3-step stage gating process for the admission process to eliminate risky start-ups, special coaching by business development team.
Delays in filling open positions (i. Medium; ii. Medium)	WP5	Support by external HR agency.
Departure of key persons (i. Low; ii. Low)	WP5	Close monitoring of replacement process.
Delay of sustainability revenue ramp-up (i. Medium; ii. High)	WP2, WP4, WP7	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 internal agreements and/or sub-grant agreements (i. Medium; ii. High)	WP1, WP2, WP4, WP7	Roadblock removal by Management team; possible reduction of scope if Activity starts late - handled in Amendment. By-laws contain specific 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.

Table 3.1f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total Person-Months per Participant
000 EIT Digital IVZW	144	48	48	120	384	0	0	**744**

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total Person-Months per Participant
448 EIT Digital Accelerator	0	24	24	48	0	0	0	**96**
140 EIT Digital Education Foundation	0	0	0	0	0	0	0	**0**
172 EIT Digital United Kingdom	0	24	24	0	72	0	0	**120**
188 EIT Digital Spain	0	24	0	72	0	0	0	**96**
190 EIT Digital Hungary	0	0	0	72	0	0	0	**72**
174 EIT Digital Finland	0	0	0	48	48	0	0	**96**
187 EIT Digital Sweden	0	0	0	0	0	24	0	**24**
Total Person Months	**144**	**120**	**96**	**360**	**504**	**24**	**0**	**1248**

Table 3.1g: **'Subcontracting costs' items**
For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

0448 EIT Digital Accelerator		
	Cost (€)	**Description of tasks and justification**
Subcontracting	52,500	Participant plans to summon support for Sourcing and Business Development team - this is aimed at adding more understanding of digital technologies as well as the cultural particularities of the various European markets. The support is likely to be needed for specific markets of innovative technologies.

Table 3.1h: **'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)**
Please complete the table below for each participant if the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services' exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list the largest cost items down to the level that the remaining, costs are below 15% of personnel costs.

000 EIT Digital IVZW		
	Cost (€)	**Justification**
Travel and subsistence	169,750	€169,750: Reservation for travel and subsistence costs of EIT Digital personnel travelling to events and meetings in the country of residence and abroad.
Equipment	0	
Other goods, works and services	428,750	€385,000: Reservation for EIT Digital Academy marketing, sales and recruitment service costs; €43,750: Reservation for EIT Digital Innovation events costs (i.e. deephacks, conferences, etc.)
Remaining purchase costs (<15% of pers. Costs)	613,375	
Total	1,211,875	

190 EIT Digital Hungary		
	Cost (€)	**Justification**
Travel and subsistence	14,000	€14,000: Reservation for travel and subsistence costs of EIT Digital Hungary personnel travelling to events and meetings in the country of residence and abroad.
Equipment	0	
Other goods, works and services	28,000	€28,000: Reservation for EIT Digital marketing, sales and promotional events costs.
Remaining purchase costs (<15% of pers. Costs)	0	
Total	42,000	

448 EIT Digital Accelerator		
	Cost (€)	**Justification**
Travel and subsistence	28,000	€28,000: Reservation for travel and subsistence costs of EIT Digital Accelerator personnel travelling to events and meetings in the country of residence and abroad.
Equipment	0	
Other goods, works and services	481,250	€210,000: reservation to cover costs concerning the EIT Digital Challenge: 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 startup media and channels incl. social media, marketing tools. €96,250: reservation to cover costs of pitchbook, used to promote entrepreneurship pillar services to investors as well as A2M and A2F service users. €87,500: reservation to cover costs of marketing services (i.e. online marketing/social media, PR, media partner, visualizations, etc.) €87,500: reservation to cover costs of match-making platform for A2M services and clients.
Remaining purchase costs (<15% of pers. Costs)	42,000	
Total	551,250	

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)
Please complete the table below for each participants that would like to declare costs under other costs categories (i.e. internally invoiced goods and services), irrespective of the percentage of personnel costs.

000 EIT Digital IVZW		
	Cost (€)	**Justification**
Financial support to third parties	**14,743,942**	**€428,125**: reservation for the support of Innovation Factory projects and investments, to be distributed via several open calls and cut-off rounds. **€1,951,250**: reservation for costs of EIT Digital Summer and Winter Schools, to be distributed via several calls to

000 EIT Digital IVZW		
		administrators of the events as well as participants (i.e. cover travel costs) **€1,323,000**: reservation for costs of implementation of EIT Digital Master School programme (coordination, execution, etc.), to be distributed to EIT Digital Master School implementation partners. **€1,050,000**: reservation for Venture Programme prizes, to be distributed during annual venture programme events. **€466,567**: reservation for support of EIT Digital Doctoral School students. **€350,000**: reservation for costs of support to EIT Digital RIS ecosystem functioning. To be distributed via several calls to EIT Digital RIS ecosystem operation partners. **€175,000**: reservation for costs of EIT Digital Professional School course portfolio upgrade, to be distributed via several calls to implementing PSL partners.

140 EIT Digital Education Foundation		
	Cost (€)	**Justification**
Financial support to third parties	2,275,000	Reservation for tuition fees and scholarships for EIT Digital Master School students

Table 3.1j: 'In-kind contributions' provided by third parties
Please complete the table below for each participants that will make use of in-kind contributions (non-financial resources made available free of charge by third parties). In kind contributions provided by third parties free of charge are declared by the participants as eligible direct costs in the corresponding cost category (e.g. personnel costs or purchase costs for equipment).

Participant Number/Short Name			
Third party name	**Category**	**Cost (€)**	**Justification**
N/A	**Select between** Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services	N/A	N/A

3.2   Capacity of participants and KIC Partnership as a whole

Partnership

In 2021-2022 EIT Digital has experienced a record growth, despite the continued impact of the COVID-19 pandemic. Our community of universities, research centres, large companies, SMEs, associations and scale-ups has reached 300 partners and we expect to increase the partnership by 15% annually during the 2023-2024 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. The partner value proposition of EIT Digital will be further sharpened in order to ensure that its attractiveness increases despite the decreasing availability of EIT financial support and increasing membership fees. As of 2021-2022 EIT Digital has successfully positioned itself towards its partners as the "Gateway to European Digital Innovation"; this value proposition is particularly relevant for SMEs and organizations from RIS

countries who often are less connected to large EU-wide ecosystems and EU-wide R&I initiatives. EIT Digital, thanks to its presence across EU27 (and beyond), its network of more than 300 partners, its recognized EU-wide brand and its track record in working with EU R&I programmes and organizations (EIT, EIF, EIC, DG Connect, etc..) is increasingly seen as a strategic partner to engage with in the context of EU calls, tenders and collaborative innovation and education initiatives.

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. In line with the provisions of the PA2021-2027, half of the members of the Supervisory Board are independent from the partnership. In particular, the EIT Digital Supervisory Board is composed by an independent Chairman, five independent members and five Partner representative. In preparation of the EIT post year-15, the EIT Digital Supervisory Board, in 2022, has decided on the EIT Digital mid-term strategy, confirming that EIT Digital will act as a non-for-profit organization continuing its ecosystem, innovation and entrepreneurial education activities and achieving financial sustainability via balanced public and private financing. To deploy this strategy and ensure efficiency and cost-effectiveness, the management of the organization has also been streamlined, by reducing the Management Committee (responsible for the operational management of EIT Digital) to 7 members (down from 14): CEO, COO/CFO, CIEO/CMO (Chief Innovation, Entrepreneurship, Education and Marketing Officer), and four Regional Directors (North, South, East, West). At this stage, no further streamlining or adjustments are expected.

In the countries where we operate, the KIC is organised via a legal entity, fully owned and controlled by EIT Digital IVZW, a branch or a permanent establishment that employs the EIT Digital staff working in the region. EIT Digital, as a non-for-profit association under Belgian law, has its main office in Brussels and 18 offices in Amsterdam, Antwerp, Berlin, Braga, Budapest, Edinburgh, Eindhoven, London, Helsinki, Madrid, Milano, Munich, Paris, Rennes, Sophia-Antipolis, Stockholm, Tallinn, Trento, that together cover the whole EU27, including the RIS countries and the Horizon Europe associated countries. In addition, we run a Hub in Silicon Valley.

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 across EU27 and Horizon Europe associated countries. The members of the Management Committee report to the CEO who is responsible for the daily management of the KIC. Regional Directors, supported by Ecosystem Leads and Ecosystem Administrators, are responsible for the development and monitoring of the activities run by EIT Digital and its partners in the countries where we operate. Innovation Activities are grouped in strategic areas supervised by Innovation Leads 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 scale-ups and growth in terms of scale-up customer intake and deal generation. 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 COO/CFO.

EIT Digital values diversity and is putting a strong emphasis on gender balance. In mid 2022, 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 2022 was over 40%. In 2023-2024, 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 (**Error! Reference source not found.**).
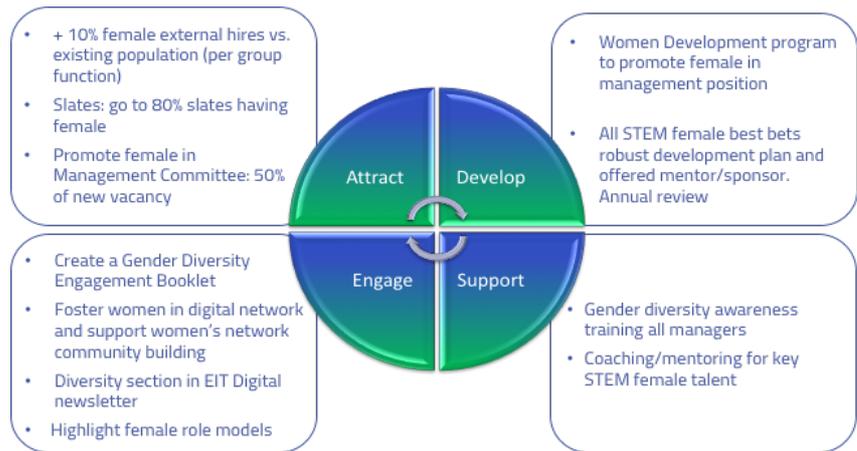
Attract
- + 10% female external hires vs. existing population (per group function)
- Slates: go to 80% slates having female
- Promote female in Management Committee: 50% of new vacancy

Develop
- Women Development program to promote female in management position
- All STEM female best bets robust development plan and offered mentor/sponsor. Annual review

Engage
- Create a Gender Diversity Engagement Booklet
- Foster women in digital network and support women's network community building
- Diversity section in EIT Digital newsletter
- Highlight female role models

Support
- Gender diversity awareness training all managers
- Coaching/mentoring for key STEM female talent

Figure 6 3: The EIT Digital Gender diversity strategy

Co-Location Centres

Through its four regions, EIT Digital covers the whole of EU27 and Horizon Europe Associated countries. We operate physical Co-Location Centres (CLCs), as well as Regional Offices. 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. CLCs 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 scale-ups. 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.

ANNEX I

FINANCIAL SUPPORT TO THIRD PARTIES

This document provides the description of financial support to third parties (in the form of sub-granting, or prizes) budgeted within the EIT Digital Business Plan 2023-2024 "EIT Digital sustainable growth".

Financial support in the form of a grant awarded after a call for proposals

Participant: EIT Digital IVZW

1) **EIT Digital Innovation Factory support**
2) Amount to be distributed: €9,428,125
3) Objectives and results: support pan-European entrepreneurial teams to launch or boost digital deep tech ventures and products. The goal is to build a strong portfolio of venture creation and venture boost activities.
4) Specifications:
   a) The maximum amount of financial support for each third party: €300,000
   b) The criteria for calculating the exact amount of the financial support: The criteria for calculating the amount are defined for each open call, the conditions are subject to decision by EIT Digital MC ahead of the start of the selection process. The basis for calculation is the activity budget proposal for which the pre-defined EIT funding rate is applied.
   c) The different types of activities that qualify for financial support, on the basis of a closed list: venture creation, venture boost
   d) The persons or categories of persons that may receive financial support: The subgrantees involved are the EIT Digital Innovation ecosystem partners
   e) The criteria for giving financial support: Each call may have specific criteria linked to the approved Innovation Factory goals. Proposals will be evaluated if they fit the specific focus area as well as with respect to their market or societal impact and their contribution to the financial sustainability of EIT Digital. Aspects to be assessed when evaluating proposals:
      i) Activity/Solution:
         (1) Does the Activity build a specific solution for an important problem, with a clear economic and/or societal impact for Europe?
         (2) How mature is the proposed technology to address the identified business pain?
         (3) How strong is the work plan (milestones, deliverables, way of working)? Are there clear and ambitious quarterly milestones?
         (4) Will the venture have a sound basis (assets ownership, Freedom to operate, resources, etc.) to fuel its growth?
      ii) Team:
         (1) Is the venture convincingly staffed? Do the individual team members have strong commitment to the venture and clear accountability?
         (2) Is the Partner setup complementary and adding value to the venture (license for equity, access to market etc.)?
      iii) Market/ Customers:
         (1) How clear and compelling is the product positioning in the competitive landscape? How realistic and sound are assumptions and estimations?
         (2) Does the venture have high potential to succeed in the market? Is a launching customer committed to use the product?
      iv) Financials / Investors:
         (1) Is additional cash investment in the venture committed in the Activity budget?
         (2) How convincing is the venture profile to attract additional investors at the end of the Activity?

1) **EIT Digital Master School Programme implementation**
2) Amount to be distributed: €1,323,000
3) Objectives and results: EIT Digital is seeking to develop its blended and distributed Innovation and Entrepreneurship (I&E) Education throughout the EIT Digital Entrepreneurial Academy. The preference will be given to proposals focusing on the following priority areas: a) Blended I&E Education; b) Distributed I&E Education.
4) Specifications:
   a) The maximum amount of financial support for each third party: €30,000
   b) The criteria for calculating the exact amount of the financial support: Based on actuals
   c) The different types of activities that qualify for financial support, on the basis of a closed list: Programme coordination; Programme execution; I&E Education.
   d) The persons or categories of persons that may receive financial support: EIT Digital Master School programme partners (Higher Education Institutions), students, graduates and alumni of the EIT Digital Master School
   e) The criteria for giving financial support: The Master School Office and the Master School Head will define key criteria for each event based on the target audience and select students according to these criteria

1) **EIT Digital Professional School course portfolio**
2) Amount to be distributed: €175,000
3) Objectives and results: EIT Digital is seeking proposals for improving the existing portfolio through the developing of learning contents that are complementary to the areas already covered in the portfolio or address a topic under-represented in the current portfolio. The learning formats proposed toward the portfolio improvement should be aligned with the EIT Digital Professional School blended learning blueprint, combining online and face-to-face live classes. The proposals can also address the deployment of existing executive courses of the Professional School, either as such or though content curation and aggregation conducted jointly by the partner and the EIT Digital Professional School.
4) Specifications:
   a) The maximum amount of financial support for each third party: €40,000
   b) The criteria for calculating the exact amount of the financial support: Based on actuals
   c) The different types of activities that qualify for financial support, on the basis of a closed list: Professional courses for innovation ecosystem professional and business executives.
   d) The persons or categories of persons that may receive financial support: EIT Digital Professional School programme implementation partners
   e) The criteria for giving financial support: The Head of Professional School will define key criteria for each case of professional courses based on the target audience and select students according to these criteria.

1) **EIT Digital Summer & Winter Schools (incl. in RIS region)**
2) Amount to be distributed: €1,951,250
3) Objectives and results: EIT Digital is seeking proposals for improving the current portfolio of summer and winter schools. Each programme is designed for EIT Digital Master School students, students from non-partner and partner universities, PhD students and young professionals. The key aspects where efforts are focused: a) the topic; b) the location; c) engagement with EIT Digital industry Partners; d) support to the marketing and sales campaign; e) collaboration with Industry.
4) Specifications:
   a) The maximum amount of financial support for each third party: €35,000
   b) The criteria for calculating the exact amount of the financial support: Individually defined for each call.
   c) The different types of activities that qualify for financial support, on the basis of a closed list: Summer & Winter School organization

d) The persons or categories of persons that may receive financial support: EIT Digital Summer & Winter School programme implementation partners, EIT Digital Master School students, PhD students and young professionals.

f) The criteria for giving financial support: The Head of Summer School will define key criteria for each case of Summer and Winter school events based on the target audience and geographical area. Aspects to be assessed when evaluating proposals:

   i) Strategic impact:
      (1) How well is the proposal aligned with EIT Digital Focus Areas and Strategic Innovation Agenda?
      (2) How strong is the integration with the EIT Digital industrial ecosystem in the proposal?
      (3) To which extent is the proposal contributing to the entrepreneurial education?

   ii) Quality:
      (1) How well is the proposal aligned with the requirements (workplan, KPIs, topic, financials, sustainability, format, responsibilities)?
      (2) How the team members' profiles and previous experience on successfully implementing education activities ensure the proposal's successful implementation?
      (3) How well will the activity promote the programme to the Partners and students/customers?
      (4) How well are the value analysis (cost/benefit analysis) and forecasted revenues calculated?
      (5) How precisely has the market been analysed?

   iii) Market Relevance and Sustainability:
      (1) How does the proposal help to bridge the digital skill gap?
      (2) How sound is the sustainability model underpinning the proposal?

1) **EIT Digital Doctoral School Programme**
2) Amount to be distributed: €466,567
3) Objectives and results: The EIT Digital Doctoral School goal is to offer market-focused industrial doctorates aiming at breeding T-shaped talents, who will have the potential of becoming tomorrow's innovation leaders.
4) Specifications:
   a) The maximum amount of financial support for each third party: €60,000
   b) The criteria for calculating the exact amount of the financial support: The maximum amount of the financial support for a PhD student enrolled at the EIT Digital Doctoral School is defined in the agreement signed after the approval of a PhD position by the EIT Digital Management Committee.
   c) The different types of activities that qualify for financial support, on the basis of a closed list: Financial support for doctoral programme execution at the EIT Digital Industrial Doctoral School
   d) The persons or categories of persons that may receive financial support: EIT Digital Doctoral School students
   e) The criteria for giving financial support: The criteria for giving financial support are defined in the agreement signed by EIT Digital and a partner after the approval of a PhD positions by the EIT Digital Management Committee.

1) **EIT Digital RIS ecosystem function**
2) Amount to be distributed: €350,000
3) Objectives and results: The key objective is to sustain the Innovation ecosystem partners and infrastructure to be able to continue Innovation, Education and Entrepreneurship activities in countries of RIS region.
4) Specifications:
   f) The maximum amount of financial support for each third party: €60,000
   a) The criteria for calculating the exact amount of the financial support: Based on actuals
   b) The different types of activities that qualify for financial support, on the basis of a closed list: organization of events, visibility and promotional activities, consultancy support, lead generation, partnership promotion.

c) The persons or categories of persons that may receive financial support: EIT Digital RIS ecosystem operation partners
d) The criteria for giving financial support: The criteria are defined per each individual call and approved by EIT Digital Management Committee.

Participant: EIT Digital Education Foundation

1) Purpose: EIT Digital Master School studies
2) Amount to be distributed: €2,275,000
3) Objectives and results: Tuition Fees and Scholarships Cohort 2021/2022/2023/2024
4) Specifications:
   a) The maximum amount of financial support for each third party: €15,000
   b) The criteria for calculating the exact amount of the financial support: The criteria for calculating the amount are defined for the Scholarship scheme implemented for each given Cohort, while the tuition fee waivers budget and conditions are subject to decision by EIT Digital MC ahead of the start of the selection process.
   c) The different types of activities that qualify for financial support, on the basis of a closed list: The subgrantees involved are the EIT Digital Master School Students when recipient of one of the scholarships and/or tuition fee waivers
   d) The persons or categories of persons that may receive financial support: List of EIT Digital Master School Students for each Cohort
   e) The criteria for giving financial support: Each Cohort has specific criteria linked to the approved Scholarship as well as tuition fee waivers schemes.

Financial support in the form of a prize

Participant: EIT Digital IVZW

1) **EIT Digital Venture Programme prizes**
2) Amount to be distributed: €1,050,000
3) Objectives and results: support pan-European entrepreneurial teams to launch or boost digital deep tech ventures and products. The goal is to build a strong portfolio of venture creation and venture boost activities.
4) Specifications:
   a) The conditions for participation: S1 applicants must be resident in one of the countries listed in the call; no more than one application per team; no established legal entity for the submitted project. S2: have been awarded the Growth Package; have incorporated the company
   b) The award criteria: S1: team composition fit; addressed market; underlying tech; innovativeness; global impact; associated risk. S2: quality of the produced MVP in terms of feature prioritization and technological level; quality of the data collected; demonstrated product-market fit Prizes. S1 - Growth Package consisting of 5K+ Acceleration Phase. S2: Final Prize of 10K or20K,
   c) The maximum amount per prize: € 20.000
   d) The payment arrangements: One instalment for the Growth package, one for the Final Prize, fist level and one for the Final Prize second level.

ANNEX II

EIT Digital's planned EIT RIS Hubs in 2023-2024

Roadmap, including financing the EIT RIS Hubs and common list of KPIs

In addition to our ambition that by the end of 2024 EIT Digital partner network will include more than 230 organizations from RIS countries and at least 10 fully established Regional Offices or Co-location Centres in RIS countries, EIT Digital also intends to further develop its EIT RIS Hub network by establishing 5 new EIT RIS Hubs, thus reaching a total of 13 EIT RIS Hubs by the end of 2024.

The main goals of the newly established EIT RIS Hubs will be to improve the innovation capacities of the local ecosystem, to attract and facilitate the integration of new participants in EIT Community activities, to support the establishment of synergies and to coordinate with other EIT RIS Hubs and other EIT KIC Offices in the given countries.

The process will be kicked off in early 2023 and will continue further in 2024, by launching open calls aiming at selecting new partners to run the five new EIT RIS Hubs in the following RIS countries, two in 2023 and three in 2024, respectively:

- North-Macedonia,
- Croatia,
- Malta,
- Montenegro,
- Serbia.

The calls will be launched in consultation with the EIT, the relevant authorities and NCPs and will ensure coordination and collaboration with other EIT RIS Hubs and/or KIC offices in the selected countries in order to further strengthen local-level synergies. Calls will remain open for at least of a duration of two months, which will be followed by the selection procedure and will end with the establishment of the new EIT RIS Hubs. The newly established EIT RIS Hubs will ensure complementarity with already existing EIT RIS Hubs and other EIT KIC Offices present locally, as well as the local EIT Community RIS Hubs, once set up.

To this end, EIT Digital will work in alignment with the Cross-KIC RIS Working Group and after the establishment of new EIT RIS Hubs, EIT Digital will closely work with both the newly established EIT RIS Hubs and the existing ones in order boost the number of Cross-KIC initiatives implemented locally and the overall critical mass of KTI activities in the countries. Besides that, we 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).

As a subsequent step, when critical mass is proven, EIT Digital may further develop its presence in the countries by establishing an EIT Digital Regional Office.

In RIS countries where EIT Digital is already present, such as for example in Estonia, Greece, Portugal, and other countries, discussions, cooperation and coordination with other locally present KIC Offices/EIT RIS Hubs will constantly be carried out in order to focus the effort and facilitate boosting the innovation potential of the local ecosystems.

Our newly established EIT RIS Hubs will be co-funded by either one local independent organisation or a consortium of organisations working with EIT Digital as partners, subcontractors and/or subgrantees. Local organisations engaged to serve as EIT RIS Hubs will only be eligible to receive EIT RIS funding for operational activities directly related to the fulfilment of their mission and will have to demonstrate cost effectiveness. Full financing from non-EIT sources will be reached by the end of 2024.

EIT Digital's EIT RIS Hubs will further contribute to the impact and achievement of the KPIs defined for specific Regions of the KIC. For measuring the performance of the newly established EIT RIS Hubs, amongst others, the following particular KPIs will be considered:

- # of active partners collaborating in the KIC, initially supported and / or referred by the Hub;
- # of new and established KIC Partners from RIS countries, supported and / or referred by the Hub;
- Amount of external (non EIT) funding, attracted from synergies / cooperation agreements identified / concluded by the Hub,
- # of innovations, referred by the Hub, launched on the market with KIC support;
- # of scale-ups, referred by the Hub, supported by the KIC;
- % Increase the engagement of non-education partners in the education activities (tentative target 15 – 20%)
- # of participants in non-labelled EIT education and training activities, supported and / or referred by the Hub;
- # of KIC-specific events, workshops, meetings, organised by the Hub, and the number of participants;
- # of Cross-KIC events and / or activities organised or participated in by the Hub, in coordination with other EIT Community offices in the country, and the number of participants;
- # of national-level innovation events attended by the Hub to promote the EIT Community;
- # of media mentions of the KIC / Hub in local publications / news outlets;
- # of women involved in the Hub activities.