



Horizon Europe Programme (EIT InnoEnergy BP 2023-2025)

Project proposal – Technical description (Part B)

Version 2.0
January 2023

STORY OF CHANGES		
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1.0	26.09.2022	▪ Initial version
2.0	05.01.2023	▪ Edited version including the feedback on the EIT requirement letter
3.0	30.01.2023	▪ Edited version including additional EIT feedback

List of participants

Participant No. *	Participant organisation name	Country
1 Coordinator	EIT InnoEnergy	The Netherlands
2 Participant (AE)	Institute of Sustainable Energy (ISE)	The Netherlands
3 Participant (AE)	EIT Innoenergy USA (IE_USA)	USA
4 Participant (AE)	InnoEnergy Central Europe Sp.z.o.o.	Poland

Executive summary

EIT InnoEnergy is synonymous with innovation and entrepreneurship in the field of sustainable energy. It is achieving this by leveraging the potential of the knowledge triangle: higher education, research, and industry throughout Europe, and globally. For EIT InnoEnergy, sustainability in energy means contributing to three objectives, aligned with the Energy Union strategy:

Decrease the cost of energy (€/kWh),
 Increase the security of the energy system (operability of assets and autonomy in supply), and
 Reduce greenhouse gas emissions.

We operate three business lines: (1) the Education Programmes, which create and accompany the future significant changes in sustainable energy; (2) the Innovation Projects, which focus on producing incremental and disruptive technological and business model innovations; (3) the Business Creation Services (entrepreneurship), where we nurture innovative start-ups and grow small enterprises in sustainable energy. These business lines are supported by the management and operations activities.

EIT InnoEnergy is also orchestrating three industrial strategic value chains on batteries and Photovoltaic (PV) through the European Battery Alliance and European Solar Initiative, formally mandated, and endorsed, respectively, by the European Commission in 2017 and 2020. EGHAC (European Green Hydrogen Acceleration Center) is the third one on green hydrogen, implemented together with Breakthrough Energy.

All our activities focus on six thematic fields (Smart Grids, Storage, Smart Cities and Efficient Buildings, Energy from Chemical Fuels, Renewables and Energy for Transport) that evolve with the energy market changes and are fully aligned with the European Union Energy Strategy and the NECP (National Energy and Climate Plans).

In the context of our ambition for the coming years, we have achieved tremendous success, since 2010, as measured by our key performance indicators.

- 1600 “game changers” graduates from InnoEnergy Master School, populating today the energy institutions (94% work in energy related matters), out of more 16.000 eligible applicants. In 2016 we repositioned the Ms. School, and in 2021 50% of the intake (120 students) have paid the 18K€/year each to attend our Master programs.
- 370 new start-ups, after screening 3400 early-stage business ideas. These start-ups, up to September 2021, have raised more than 2000M€ of private and public investment; and combined they have invoiced 250M€. Our stakes in these assets shows a valuation (let’s remind that they are early stage) north of 400M€, based on the last investment rounds successfully closed. This valuation is net of the 79 ventures we have exited over the last 4 years. InnoEnergy VC Community, created in 2013 and now holding 74 members, has invested in over 20 of our startups. InnoEnergy has an equity position in our assets, which is assessed every fiscal year by external auditors for its fair value.
- 210 innovative commercial products and services, all of them with a Return on Investment (ROI) term sheet which has been signed, being one of the two main future revenue streams of InnoEnergy. Those innovative

products have a past, and future sales forecast north of 28B€ (20B€ from Northvolt), this number coming from the business cases of the industries commercializing the innovation themselves. 32 manufacturing facilities have been erected or expanded to accommodate the production of these innovations. More than 220 patents have been filed and today more than 309 industries (80% SMEs) are actively participating in our programs.

- 1€ of public support [670M€ since 2010] has created 42€ of value, some of it already monetized by the partners of InnoEnergy.

EIT InnoEnergy contributes to the EIT impact framework by committing to the following core KPIs:

Portfolio	Description	SIA 2023	SIA 2024
Education	Start-ups created by students enrolled and graduates from EIT-labelled programmes	6	6
	Students enrolled in EIT-labelled programmes	N/A	N/A
	Graduates from EIT-labelled programmes	275	300
	Participants in non-labelled education and training	50,000	50,000
	Students and graduates from EIT labelled programmes who joined start-ups	40	40
Business Creation Services	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented (Marketed)	60	60
	Designed Innovations	40	40
	Start-ups and scale-ups supported by KICs	90	90
	Investment attracted by KIC-supported EIT start-ups/scale-ups (M/Euros)	800	1000
	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity	61,200,000	92,200,000

Figure 1: EIT core KPI impact framework past and future

Strategic priorities for years 2023-2025

EIT InnoEnergy has defined its strategic objectives for the period 2021-2027 in-line with its vision and mission as outlined below:

- (1) The goal is to become **the preferred “go to” trusted ecosystem** for those impact minded innovators in the EU and US by 2027. EIT InnoEnergy invest more than 40% of its yearly resources in partners of RIS countries
- (2) **Financially independent**
- (3) Expand geographically the EIT InnoEnergy ecosystem to the US: **The transatlantic top player by volume**. EIT InnoEnergy is the biggest (in terms of volume) accelerator in Sustainable Energy in the western world. The goal up to 2027 is **100+ supported ventures landings**, cumulated, in both US and the EU, capitalizing on our efforts and strategic alliances.
- (4) Secure a **long-term strategic sustainability**: EIT InnoEnergy enabling 3 strategic value chains.
- (5) **10 EIT InnoEnergy assets* (products/companies) are world leaders**, (e.g., branded as powered by EIT InnoEnergy) Sales of 100M\$/year each.
- (6) Secure a **culture of systemic innovation based on individuals** (game changers), beyond institutions and



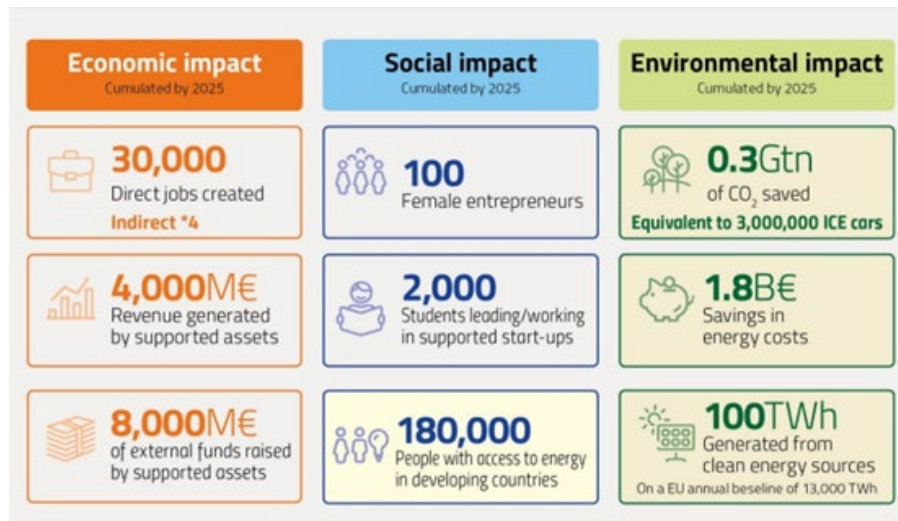
political/regulatory tempos: 50 CXO of TOP 500 Innovative companies are EIT InnoEnergy active Community members.

- (7) EIT InnoEnergy **RIS activity is strategically laid in the form of a centralized network** of a central KIC activity management unit, and local operational arms constructed on partnerships under the form of EIT InnoEnergy Hubs.

This business plan is fully in line with the EIT InnoEnergy strategic agenda, and actively contributes to meeting the goals and objectives set out in that agenda.

Contribution to addressing societal challenges

At the heart of all decision-making at EIT InnoEnergy is our commitment to addressing societal challenges. To this end the following figure demonstrates our level of ambition:



Drivers for the design of the Business Plan

EIT InnoEnergy draws heavily on the success and lessons learnt from its previous business plans, and over a decade of experience. This has provided a solid foundation for successfully achieving the objectives laid out in the strategic innovation agenda for 2021-2027.

The content and strategy for the business plan was driven from our strategic priorities, namely European policy (The Paris Agreement on climate change, United Nations agreed on the 2030 Agenda for Sustainable Development, The European Commission Green Deal, Fit for 55 package), and societal challenges (economic, social, and environmental impacts).

These drivers, along with clear EIT impact framework set for the business planning period, were the foundation for this business plan.

Key success factors, main lessons learnt

EIT InnoEnergy has identified the following main success factors and lessons learnt:

1. Diversify revenue streams to ensure financial sustainability
2. Continue to develop and evolve the educational services in line with digital trends – ensure these services are linked to innovation activities
3. Plan for and adjust to political and global events – COVID, Ukraine war, disturbance in the supply chains, inflation have held develop resilience within the organisation
4. Accountability and internal processes are necessary for changing relationship with the EIT – i.e. partnership process
5. Developing methodologies to track and deliver core KPIs, targets and process metrics across the



whole company

6. Organisational management and the timely delivery of business plan and report must be well planned and agreed across the entire company

Key risks for this business plan

EIT InnoEnergy has identified four potential external risks arising from factors beyond the scope and duration of the Business Plan:

1. Disruption/reconfiguration of supply chains, structural for the next 2 years
2. Increase of energy prices, structural for the next 4-5 years
3. Inflation, structural for the next 4-5 years
4. War in Ukraine, which has exacerbated the previous three

The best possible preparations to reduce the impact on the company have been made, however the global implications of these will have wide-spread effects on the market and ecosystems

Internally, several potential risks have been identified and planned for:

1. Strategic and Finance: EIT InnoEnergy will not be able to generate enough financial resources to support its baseline project scenario
2. InnoEnergy loses its ‘uniqueness’, and its competitive edge, position in the market
3. InnoEnergy does not manage to retain the right (and competent) team to implement its ambition
4. InnoEnergy does not have uniform processes and quality business support systems in place
5. Fail in raising growth capital for the growth scenario
6. Turn an “entrepreneurial” organisation (part of our uniqueness) into a stock market highly regulated and exposed company, if listed

EIT InnoEnergy will fully comply with the EIT Financial Sustainability principles, KIC fund principles, Innovation Principles, EIT RIS Hub Minimum Standards and Good Governance principles.

1. Excellence in regard to the KIC’s Multiannual Strategic Agenda 2021-2027

a. Objectives and ambition

EIT InnoEnergy’ vision is to become the leading engine for innovation and entrepreneurship in the field of sustainable energy by leveraging the potential of the knowledge triangle: higher education, research, and industry. For InnoEnergy, sustainability in energy is achieved by contributing to three objectives, totally aligned with the Energy Union strategy: decrease the cost of energy (€/kWh), Increase the security of the energy system (operability of assets and autonomy in supply), and reduce greenhouse gas emissions.

We operate three business lines: (1) the Education Programmes, which create and accompany the future significant changes in sustainable energy; (2) the Innovation Projects, which focus on producing incremental and disruptive technological and business model innovations; (3) the Business Creation Services(entrepreneurship), where we nurture innovative start-ups and grow small enterprises in sustainable energy. These business lines are supported by the management and operations activities.

EIT InnoEnergy is also orchestrating three industrial strategic value chains on batteries and Photovoltaic (PV) through the European Battery Alliance and European Solar Initiative, formally mandated, and endorsed, respectively, by the European Commission in 2017 and 2020. EGHAC (European Green Hydrogen Acceleration Center) is the third one on green hydrogen, implemented together with Breakthrough Energy.

All our activities focus on six thematic fields (Smart Grids, Storage, Smart Cities and Efficient Buildings, Energy from Chemical Fuels, Renewables and Energy for Transport) that evolve with the energy market changes and are fully aligned with the European Union Energy Strategy and the NECP (National Energy and Climate Plans).

Strategic framing for 2023-2025

The EU has approved a recovery plan, largely supported with grants and loans. The “Next Generation EU”, has three attributes, all with potential for significant impact for EIT InnoEnergy ecosystem and for our future:

The financial support resources are considerable: 750B€ which will be obtained through issuing EU debt, until 2058. These resources are being deployed in form of Grants (so not to be repaid directly by the beneficiaries, 310B€), loans (250B€), and reinforcing also of the MFF. 37% of this unprecedented money needs to be deployed in Green Deal related activities, which represents new commercial opportunity for the growth of supported assets.

The Green Deal (underpinning the ambition of EU to become carbon neutral -net zero emissions- by 2050), which was already at the core of the EU strategy for the future, has been reinforced with the recent approval of the Climate Law and the increase to 55% (from 40%) as 2030 of the CO₂ abatement, which transitively overhauls all the other EU regulations and directives (EPBD, RED, Market Design, ETS, CBAM) through the well-known “fit for 55”.

The re-shoring of industrial value chains, increasing the resilience of the EU economy: the disruption of the supply chains because of the lock down of Asia, has encouraged Europeans to become more resilient, reshoring some strategic industrial value chains back to the EU. An acceleration helped also by the CO₂ ambitions of the European continent, which look thoroughly at the environmental footprint of the imports.

These three factors combined can/are creating a virtuous circle because (1) the Green Deal creates an indigenous demand (EU demand), which (2) can be served by indigenous supply, which (3) is being financed to be kickstarted in the coming years.

The Member States will have to revisit their NECPs in the light of the “fit for 55” legislative overhaul, which will be final by the end of 2022 and will give further clear signal for investors, business, and innovators like us: it establishes the demand predictability. It all confirms the revolution of the rules of the game of the European energy, industrial and transport sector across their value chains, and is a unique opportunity for companies like ours specialized in innovation and in creating the implementers/does for this new landscape.

The agreed and approved in December 2020 of the MFF (Multiannual Financial Framework, for the period 2021-2027, which includes Horizon Europe for the ambitions of Europe in research and innovation; and within Horizon Europe the EIT and other prospective instruments where we could or are engaging (i.e. EIC, DG Employment, DG Ener, ...). As far as the EIT/KICs are concerned, two facts are relevant for the framing of this business letter:

- The budget of the EIT for 2022 and onwards is known, and the share that we as EIT InnoEnergy will get in competition, will go down, quite substantially compared to the previous years. From 2022 onwards the sources coming from our own resources (monetization of the value of our assets, revenues) are higher than the sources coming from the EIT, reaching a 80% own to 20% EIT already in 2024.
- The support after year 15 (for us in 2024 onwards) is secured, though minimal (10-15M€)

Key Objectives for EIT InnoEnergy

EIT InnoEnergy is formally identified as one of the instruments to operationalize the EU policy, based on its track record and integration in the EU landscape. This formal mandate is a recognition that since 2010, EIT InnoEnergy strategic objectives have been aligned with the EU objectives; and for the next period 2021-2027 the organisation strategic objectives continue being aligned with the 2030 EU climate objectives.

EIT InnoEnergy has defined its strategic objectives for the period 2021-2027 in-line with its vision and mission as outlined below:

1. The goal is to become **the preferred “go to” trusted sustainable energy ecosystem** for those impact minded innovators in the EU and US by 2027. EIT InnoEnergy invest more than 40% of its yearly resources in partners of RIS countries
2. **Financially independent**
3. Expand geographically the EIT InnoEnergy ecosystem to the US: **The transatlantic top player by**



volume. EIT InnoEnergy is the biggest (in terms of volume) accelerator in Sustainable Energy in the western world. The goal up to 2027 is **100+ supported ventures landings**, cumulated, in both US and the EU, capitalizing on our efforts and strategic alliances.

4. Secure a **long-term strategic sustainability**: EIT InnoEnergy enabling 3 strategic value chains.
5. **10 EIT InnoEnergy assets* (products/companies) are world leaders**, (e.g., branded as powered by EIT InnoEnergy) Sales of 100M\$/year each.
6. Secure a **culture of systemic innovation based on individuals** (game changers), beyond institutions and political/regulatory tempos: 50 CXO of TOP 500 Innovative companies are EIT InnoEnergy active Community members.
7. EIT InnoEnergy **RIS activity is strategically laid in the form of a centralized network** of a central KIC activity management unit, and local operational arms constructed on partnerships under the form of EIT InnoEnergy Hubs.

EIT InnoEnergy is able to reach the ultimate target and successfully engage with the national and regional, industrial and education actors and to establish partnerships aimed at KTI innovation model in Research & Innovation, who are also resulting in product and service development, technology transfer, social innovation, developing links and synergies between innovation actors, supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production of key enabling technologies and diffusion of general purpose technologies.

The ambition is that through our multi-annual plans we deploy actions to fulfil these strategic objectives maintaining the current governance and a lean management and operational layer.

The outline of the vision, mission, and strategic objectives above is largely framed to 2027.

Rationale for the participation of the InnoEnergy USA entity in the execution of the plan:

InnoEnergy vision for 2025 is to become the “go to” trusted innovation ecosystem in sustainable energy for EU & US.

EIT InnoEnergy has already established presence in Boston, US. The choice for the location was determined by the energy market dynamic, however we do see a good complementary to the other EIT HUBs in the US. Therefore, we have the EIT InnoEnergy USA partner to support operationalisation of these strategic objectives into concrete actions mainly in the business creation work plan for which we request approval of the EIT.

The InnoEnergy USA will continue its efforts to enhance European leadership and know-how in Boston area to address the energy transition challenge. InnoEnergy USA has already established itself as an effective liaison between the innovation ecosystems of Europe and USA including development of investments, ecosystems, innovation and education activities. Most recently we have hosted high level visit of VP Sefcovic in the USA and facilitated meetings with key decision makers and businesses in the energy area.

The main objective is to engage the ecosystem on the East Coast first and US level at a later stage, to develop strong relationships with relevant stakeholders (consulates, innovators, investors, entrepreneurs, European Chambers of Commerce, Business Associations, etc..) and drive initiatives in the sustainable energy, batteries, raw materials micro mobility, acting as a two-way bridge between the Europe and the US. The InnoEnergy USA is working closely with the EU Delegation in Washington to promote solutions “made in Europe” and to strengthen Europe’s innovation ecosystem while acting as a bridge between Europe and US for entrepreneurs, innovators, and students.

The InnoEnergy USA activities for 2023-2024 will build upon past accomplishments and will further develop more mature and structured programs. Not only the office contributes to the financial sustainability of the EIT InnoEnergy, but it will also accelerate the profiling of the EIT InnoEnergy into the US broader market to be recognized and understood as the European leader in innovation and energy. In this effort we are also collaborating closely with the EIT Hub Silicon Valley to enhance the position of EIT KICs ecosystem and enable the other EIT KICs to increase their activities in US and will allow more European companies to get access to its ecosystem, contributing to a higher valuation and stronger positioning in the global value chains.

InnoEnergy USA is an impactful player within the Batteries Ecosystem in the US, partnering with Li-Bridge, key universities and standard organizations to ensure sustainable and meaningful initiatives between the EU and US for ecosystem, innovation and education development. This will be achieved by leveraging the KIC Knowledge Triangle



Integration as a foundation, the existing network of EIT and the KICs in US and Europe and by building on the achievements over the past years. More specifically,

- (1) consolidate the trusted landing path for our assets so they can reach the (targeted) through our US Landing program (e.g. trusted channels, trusted accelerators, trusted investors),
- (2) for the US ventures to become the trusted landing path in Europe;
- (3) extend our ecosystem with the key players and human capital in selected topics where there is a gradient between the two continents (e.g. off-shore wind, grids), and therefore win-win scenarios.
- (4) partner with key education players to establish certifications and joint standards in learning, skilling, batteries traceability and access to critical raw materials.

How the Business Plan will achieve a major impact beyond the state-of-the-art

EIT InnoEnergy has demonstrated that innovation is vastly different compared to research (and compared to commercial activities); and requires different parties involved [research institutes, universities, industry, public administration, financial institutions, regulators], different dynamics [not only project based interactions, but ambitions in a given sector], different management [from project or deal bilateral management to management of dynamics based on societal challenge goals] and different values [trust is key in InnoEnergy ecosystem].

The uniqueness of the EIT InnoEnergy partnership is the know – how to successfully orchestrate industrial value chains.

EIT InnoEnergy is orchestrating three industrial strategic value chains on batteries and Photovoltaic (PV) through the European Battery Alliance and European Solar Initiative, formally mandated, and endorsed, respectively, by the European Commission in 2017 and 2020. EGHAC (European Green Hydrogen Acceleration Center) is the third one on green hydrogen, implemented together with Breakthrough Energy

European Battery Alliance (EBA)

EIT InnoEnergy has been entrusted by the European Commission to drive forward and promote the EBA250 activities. EIT InnoEnergy's role in the European Battery Alliance is to provide background data and to define key questions, recommendations, and actions. EIT InnoEnergy also supports the establishment of a European battery ecosystem by providing EBA250 workshops, a meeting place for key stakeholders along the entire value chain.

EBA Goals is to Build a strong pan-European battery industry to capture a new market worth 250B€/year in 2025. EBA is an independent meeting place: More than 775 members throughout the value chain have joined EBA250. The members come from the industrial, academic, and financial worlds, from mining to recycling.

Since being launched in 2017, the EBA has been instrumental to the development of over 180 major battery-related projects, including 50 projects on battery cell productions and 25 giga factories being built or planned in the EU. The EBA has also attracted more than EUR 127 billion in private investment. To help bridge the skill gap of the rapidly growing European battery industry, the EIT InnoEnergy has launched an Academy - EBA Academy that is committed to meeting the targets of up-and reskilling, directly and indirectly 800 000 workers by 2025, out of which 100, 000 directly.

The European Battery Alliance Academy (EBA Academy) is an open and inclusive platform for the entire battery ecosystem in Europe. This action will result in a network of at least 100 local education & training providers in 15 Member States and provide training and methodologies to support these providers. Areas of focus for the Academy and key skills shortages to be combatted include mining, processing of raw materials, advanced materials, cell



manufacturing, packaging, manufacturing of modules, electric vehicles (EVs) and EV platforms, home storage, electricity grid balancing and recycling.

European Green Hydrogen Acceleration Center (EGHAC)

The European Green Hydrogen Acceleration Center (EGHAC) focuses purely on accelerating the uptake of green hydrogen in Europe – generated only with renewable sources such as wind or solar – as a key pillar for decarbonising our heavy industry, energy, and transport sectors.

EGHAC was set up by the EIT InnoEnergy and Breakthrough Energy with the ambition by 2025 to build a 100 billion a year green hydrogen economy. This will create up to 500.000 direct and indirect jobs across the complete value chain. The ambition for yearly demand for useful green hydrogen-based energy will be 1200TWh.

The EGHAC will initiate and support large scale industrial green hydrogen projects which will have massive CO2 reduction impact, kickstart the creation of a green hydrogen economy and create jobs. These projects are always considered from a value chain perspective and explicitly include the “off-takers” (end customers).

Synergy Story 3: European Solar Initiative (ESI)

The ESI aims to re-develop a strong PV manufacturing industry in Europe across the entire value chain from raw materials to recycling, which will capture the additional 20GW of annual solar demand forecasted in Europe for the next decade. This will generate 40B€ of GDP annually and create 400,000 new direct and indirect jobs across the PV value chain. The ESI combines the thriving ecosystem of PV players created over the years by SolarPower Europe and the successful blueprint of the European Battery Alliance, led by EIT InnoEnergy, with its Business Investment Platform (BIP). Designed to bridge the gap between business cases, investors, off takers, delivery resources, the BIP shortens time to investment, de-risks, accelerates and boosts the robustness of the investment cases in all required dimensions (technology, team, supply chain, environmental sustainability, off-takers).

Education activities and the alignment with the EIT Label objectives and strategic priorities

The goal of the Masters’ School is, to lead the running and the development of the MSc Educational activities, to attract world-wide talent to Europe: with a unique portfolio designed following the Knowledge Triangle and with the involvement of the industry in the curriculum design, criteria for selecting students, promotion, lecturing, offering internships and thesis positions as well as offering job positions.

The Masters' School implemented a successful, well-tested model to attract self-paying students for making possible the financial self-sustainability of the Masters’ School and InnoEnergy in the future.

Master School financial sustainability principles

Our Financial model is aiming for sustainability around 2025, until now we have reached our annual objectives, growing from 30 paying students in 2017 to 191 in 2022. We include diversified fee structure (full waivers, various partial waivers, full fees), changing over the years with more students paying higher amounts (2017: max 12k€/year >> 2022: max 18k€/year)

Financial Sustainability objectives

In 2021, EIT InnoEnergy outlined a growth strategy and implementation plan which was approved by all the shareholders and endorsed by the Supervisory Board. The purpose of this strategy is to accelerate the EIT InnoEnergy transition toward a fully financially independent (no grant dependency) organization, with a run rate of 200MEUR, per year by the end of 2024.



a. Methodology

Strategic priority setting

EIT InnoEnergy addresses the same societal challenges in the context of its 2021-2027 Strategic Innovation Agenda (SIA), as the following global initiatives in addressing societal challenges:

- I. The Paris agreement on climate change, signed by 195 countries in the COP21 (Conference of the Parties - 2015), where the society (citizen) at large was exposed massively (media huge coverage) to a problem that so far was pretty much limited to the institutional and business spheres: if we continue the economic growth with the same parameters we have been using since the pre-industrial levels.
- II. The same year 2015, all the countries of the United Nations agreed on the 2030 Agenda for Sustainable Development, with the 17 SDGs and its 169 objectives, of which #7 (Affordable and clean energy), #8 (Economic Growth), #11 (sustainable cities and communities), #13 (Climate Action), # 4 (Quality in education), #12 (Responsible production and consumption) and #9 (Industry, Innovation and Transformation) are fully aligned with and served by EIT InnoEnergy strategy and mission.
- III. The European Commission Green Deal at the core of the next years (2021-2025), not only reinforcing fighting against climate change, but also using the “green economy” as the engine for growth and job creation for Europe. The EU recovery Package (Next Generation EU) mobilizes at least 30% of the discussed 750B€ for Green Deal related activities.

EIT InnoEnergy is active in the energy transition areas where it is tackling the following key societal challenges:

- **Energy and Climate:**
 - decrease the GHG emissions.
 - decrease cost of energy (i.e., focusing on renewables deployment as the most affordable technology, so lowering the LCOE -Levelized Cost Of Energy).
 - increase the operability of the energy system (i.e. storage is the game changer here)
- **Economy and societal**
 - job creation (or maintenance)
 - growth
 - increase **competitiveness** of the European value chains - Sustainable energy must be a vector of value creation and resilience, like captured in the political strategy laid out by this Commission in the Green Deal.



By addressing these global societal challenges EIT InnoEnergy aims to deliver;

1. Economic impacts (Economic growth and competitiveness)
2. Social impacts
3. Environmental impacts

Whilst ensuring the EIT InnoEnergy long term sustainability objective and demonstrating the viability of the model of the EIT as an instrument enabling the Knowledge Triangle Integration.

This has provided a clear and concise template for operations to contribute to the outlined societal impacts and are aligned with the main Pillars, Clusters, and goals of the Horizon Europe programme related to Energy. The figures below highlight the cumulative results to date with current assets, from 2010 to date and planned impact to 2027.

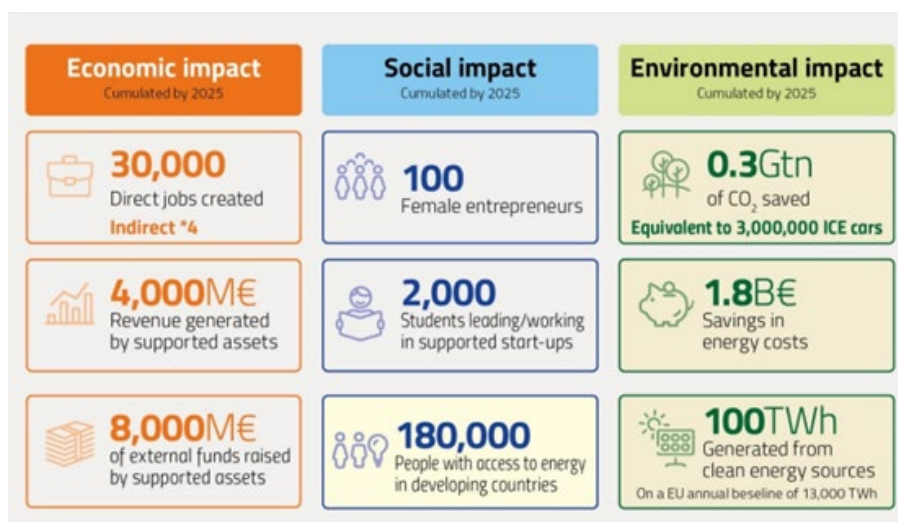


Figure 2: Economic, Social, and environmental outputs expected by 2027

EIT InnoEnergy measures objectives quantitatively (thus monitoring our contributions to these goals) in the company impact dashboard which is EIT InnoEnergy driving compass at the highest level of the company; complemented by financial sustainability (-monitored through the P&L -annual revenues- and balance sheet -equity value-) and the Knowledge Triangle integration liquidity, as a measure of the ecosystem strength.

Priority setting for innovation

Priority setting for EIT InnoEnergy is established through the contribution of its Executive and Supervisory Boards, bringing together expertise in thematic areas and innovation. Input from all actors within the ecosystem is welcomed through ongoing events and continuous collaboration on activities and projects. EIT InnoEnergy's business planning will continue to hold a similar structure as in previous years. The well-established investment process has proven to be both open and transparent, allowing any organization eligible under Horizon Europe rules to apply. Rules and procedures are publicly available on our website, and InnoEnergy has several systems established to assist all interested organizations. Some examples include call for investment, application guidelines, financial support to third parties guidelines, the induction training, and instruction (both in collaboration with partner universities and in-house, and the offices portfolio management structure itself – which allows for thematic experts to assist in the process. This has shown to be a very effective method to bring new organisations to our ecosystem; the last four calls for innovation projects, ALL the partners selected (30+ per call) have been new. It is intended that this trend will continue, drawing and encouraging new partnerships, particularly for SMEs.

EIT InnoEnergy will continue to support outside organizations through its public events and published papers. An example of this is the activities undertaken in the EBA, which counts in September 2022, more than 750 member organisations across the value chain, where events are held in collaborations with 3rd party organizations, as well as European and national institutions. These allow for better policy making in Europe, and for the advancement of knowledge in several fields.

The evolution of the Innovation Projects business line

In previous years, innovation has been driven by larger innovation projects configured with actors from all sides of the innovation triangle. These projects were sourced via the colocation centres and based around one of the 6 thematic areas. Innovation project propositions were then put through 2 rounds of selection with decisions ultimately made by the Executive Board. Whilst these have been reasonably successful in the past, the cost and resources needed to manage these projects are becoming less viable.

Innovation scenario has changed over the past 12 years. The concept has evolved from the innovation project to company builders. Therefore, EIT InnoEnergy will move away from the project concept and experiment with building new companies around which the different partners are being pulled together.

Another trend that is present in the innovation activities of InnoEnergy is the size of the supported projects – which is significantly higher than in the past (i.e., in BP2023- 2024, the average budget of an innovation project is above 30 MEUR, stressing the value of the intangible services and ecosystem that our supported innovators place on the InnoEnergy compared with BP2020, where the average costs of the supported projects is around 3MEUR)

Operational Transparency

All relevant documents (Partnership Agreement, Grant Agreement) are published on the public EIT InnoEnergy website. The legally binding and commercial documents (Financial Statements, Articles of Association), as well as investment decisions, and guidance notes, are available on EIT InnoEnergy intranet.

Commercial and legal sensitive documents (Innovation Projects Agreements, BCSA, Students Contracts) are available to the concerned partners, ventures, and students via the business intelligence platforms EOI and Accolade. The communication to shareholders is planned and executed as follows: The General Assembly is scheduled once per year, end of June. Quarterly written reports are used to provide regular updates and extraordinary General Assemblies are triggered by exceptional circumstances.

The communication with the partnership at large is realized via quarterly meetings (TownHalls, Quarterly Reviews, newsletters, intranet and website). Twice a year training on operational excellence, grant cycle, branding is offered to all members of the ecosystem. EIT InnoEnergy reconfirms its commitment to transparency, by publishing on its website and providing the EIT with information and key documents.

EIT InnoEnergy Governance

Our governance is the same as for any commercial company and is laid down in our bylaws (Article of Association and GPA -General Partnership Agreement-).

The Supervisory Board, where the members, appointed/dismissed by the General Assembly, meet at least 4 times a year, for:

- Approving the Business Plan for the upcoming year, and its targets
- Supervising the implementation of the Business Plan and give guidance to the Executive Board.
- Proposing evolutions of the company strategy to the shareholders, upon proposal from the Executive Board
- Appointing/Dismissing the CEO

The Supervisory Board DOES NOT get involved in operational decisions (clear separation of duties). There are 3 subcommittees: Remuneration, Audit, Investment.

The Executive Board, led by the CEO, with 9 members, out of which two women, meeting every month, for:

- Running the operations
- Securing the targets for the year and for the upcoming periods
- Securing the implementation of the Business Plan
- Proposing evolutions of the strategy to the Supervisory Board

A local Co-Location Center (CC) execution management layer, led by six colocations CEO's, out of which one woman, which is further described in the EIT InnoEnergy Strategic Agenda.



The success of the CC's will be, as in the past, measured by the delivery of EIT InnoEnergy's strategic agenda. This includes its contribution to financial sustainability, core KPIs, and the delivery of new partners and activities that lead to a sustainably energy transition.

Open Governance

There are two key criteria that will guide our openness and transparency governance in the coming years.

- Only % of the annual budget will be captured by EIT InnoEnergy shareholders. This trend will continue, and it is mainly Universities and RTOs which are recurrent beneficiaries, not business, and is linked mainly to the delivery of Master School programmes.
- There is no link between paying a partnership fee and getting, by default, a certain amount of EIT grant or InnoEnergy investment. It is and will continue to be made clear to all partners and members of the EIT InnoEnergy ecosystem that influence in decision making, grant-giving, or any similar activity cannot be obtained through donations, membership fees, or any other similar method.

EIT InnoEnergy operational management structure

As far as executive and operational management is concerned, the underlying management structure of the company continues and will continue to consist of three layers, each with a distinctive and very clear role in the EIT InnoEnergy value chain. A pan-European Thematic Field layer, led by the six Thematic Field Leaders, out of which two women, where strategies for each respective field are created and translated into roadmaps, and where the innovations are actively hunted, assessed, and selected through the centrally managed innovation selection processes, in line with the selection criteria.

A centralized functional management layer, known as the KIC SE or EIT InnoEnergy SE, led by functional managers, where business lines (Education and Business Creation) as well as management and operations functions (finance, legal, ICT, marketing) define and implement functional strategies, business models and processes, set targets for financial and operational performance, and disseminate best practices. EIT InnoEnergy has seen great success with the current structure and does not plan to expand the number of CLC in the 2021-2027 period.

EIT InnoEnergy Ecosystem

From 2023 onwards the EIT InnoEnergy ecosystem will continue to be strengthened. The shift from the EIT registration to the self-governed sub-grantee system will see a significant change in internal monitoring and procedures. A dedicated team has been set up within EIT InnoEnergy to manage this process. All sub-grantees will be assessed from a Know-Your-Customer (KYC) perspective, with input from the in-house legal team and partnership managers.

The ecosystem of partners (which is over 1600 organizations, hence wider than the 531 depicted since those are only the EIT registered ones, and for example the EBA -European Battery Alliance- are not counted or all the investors network we InnoEnergy have developed over the last years -InnoEnergy VC Community-) grows with the deal flow of new investment cases. EIT InnoEnergy declares, disseminates, and promotes its thematic strategy and roadmaps, and then launch investment rounds, open ended, with cut of dates (calls). Then partners across Europe answer to these open calls with innovative business cases, are vetted and selected and eventually become members of the of EIT InnoEnergy ecosystem because we decide to support their cases.

Rationale for the participation of the InnoEnergy USA entity in the execution of the plan

InnoEnergy vision for 2025 is to become the “go to” trusted innovation ecosystem in sustainable energy for EU & US.

EIT InnoEnergy has already established presence in Boston, US. The choice for the location was determined by the energy market dynamic, however we do see a good complementary to the other EIT HUBs in the US. Therefore, we have the EIT InnoEnergy USA partner to support operationalisation of these strategic objectives into concrete actions mainly in the business creation work plan for which we request approval of the EIT.



The InnoEnergy USA will continue its efforts to enhance European leadership and know-how in Boston area to address the energy transition challenge. InnoEnergy USA has already established itself as an effective liaison between the innovation ecosystems of Europe and USA including development of investments, ecosystems, innovation and education activities. Most recently we have hosted high level visit of VP Sefcovic in the USA and facilitated meetings with key decision makers and businesses in the energy area.

The main objective is to engage the ecosystem on the East Coast first and US level at a later stage, to develop strong relationships with relevant stakeholders (consulates, innovators, investors, entrepreneurs, European Chambers of Commerce, Business Associations, etc..) and drive initiatives in the sustainable energy, batteries, raw materials micro mobility, acting as a two-way bridge between the Europe and the US. The InnoEnergy USA is working closely with the EU Delegation in Washington to promote solutions “made in Europe” and to strengthen Europe’s innovation ecosystem while acting as a bridge between Europe and US for entrepreneurs, innovators, and students.

The InnoEnergy USA activities for 2023-2024 will build upon past accomplishments and will further develop more mature and structured programs. Not only the office contributes to the financial sustainability of the EIT InnoEnergy, but it will also accelerate the profiling of the EIT InnoEnergy into the US broader market to be recognized and understood as the European leader in innovation and energy. In this effort we are also collaborating closely with the EIT Hub Silicon Valley to enhance the position of EIT KICs ecosystem and enable the other EIT KICs to increase their activities in US and will allow more European companies to get access to its ecosystem, contributing to a higher valuation and stronger positioning in the global value chains.

InnoEnergy USA is an impactful player within the Batteries Ecosystem in the US, partnering with Li-Bridge, key universities and standard organizations to ensure sustainable and meaningful initiatives between the EU and US for ecosystem, innovation and education development. This will be achieved by leveraging the KIC Knowledge Triangle Integration as a foundation, the existing network of EIT and the KICs in US and Europe and by building on the achievements over the past years. More specifically,

- (1) consolidate the trusted landing path for our assets so they can reach the (targeted) through our US Landing program (e.g. trusted channels, trusted accelerators, trusted investors),
- (2) for the US ventures to become the trusted landing path in Europe;
- (3) extend our ecosystem with the key players and human capital in selected topics where there is a gradient between the two continents (e.g. off-shore wind, grids), and therefore win-win scenarios.
- (4) partner with key education players to establish certifications and joint standards in learning, skilling, batteries traceability and access to critical raw materials.

Open science

All EIT InnoEnergy activities are encouraged to maintain open science principles. The exception to this is when commercial confidentiality is necessary.

EIT InnoEnergy diversity and gender strategy

EIT InnoEnergy is committed to ensure an equal representation at all levels of the company and with all of our partner organisations responsible in delivering this business plan, and in particular management, supervisory, and executive roles. EIT InnoEnergy commits to ensuring a gender balance in these roles at least one third level. Further, geographical, and professional backgrounds will play an important role in ensuring diverse decision making at all levels.

EIT InnoEnergy is committed to take action to promote more diversity in our teams and ensures that any partnering organisation shares this commitment, starting with one of its elements: the gender equality. EIT InnoEnergy has taken some long-term commitments in the implementation of this strategy:(1) at least 40% representation of women in all junior, midlevel, and senior positions by the year 2027; (2) adopt a 30% target for women’s representation as supervisory board members by 2024, already achieved ; (3) Modernize policies to support flexible work hours, telecommuting, working part-time, already implemented ; (4) Promote and facilitate the exchange of the benefits of diversity, best practices and knowledge-sharing where possible



Financial sustainability

Since 2010 all the investments done by EIT InnoEnergy have a Return of Investment (ROI) agreement signed between the beneficiary of the investment and EIT InnoEnergy. EIT InnoEnergy only invests in (business) cases where the delivered innovation (technological, social or business model) will have a potential impact in one of three energy KPIs (decrease cost of energy, decrease GHG emissions and increase the operability of the energy system) with subsequent expected socioeconomic impact in three main KPIs (creation or maintenance of jobs, growth and increase of European competitiveness).

Key success factors and main lessons learnt

We outline several key lessons learnt from our previous business planning experiences:

1. Organisational management and the timely delivery of business plan and report must be well planned and agreed across the entire company
2. Diversify revenue streams to ensure financial sustainability
3. Continue to develop and evolve the educational services in line with digital trends – ensure these services are linked to innovation activities
4. Plan for and adjust to political and global events – COVID and Ukraine war has held develop resilience within the organisation
5. Accountability and internal processes are necessary for changing relationship with the EIT – i.e. partnership process
6. Developing methodologies to track and deliver core KPIs across the whole company

2. Impact

2.1 KIC's pathways towards impact

EIT InnoEnergy is unique it's both its positioning as a trusted ecosystem for all actors in the Energy sector in Europe, but also EIT InnoEnergy is the biggest (in terms of volume) accelerator in Sustainable Energy in the western world. As such, its impact in this sector is not only significant and measurable, but watched with great interest by industry, education, and regulatory bodies. EIT InnoEnergy has shown to be the go-to model for public-private partnerships in this regard and is a celebrated success of the EIT and European Union.

EIT InnoEnergy's goals are directly aligned to the **European Union Energy Strategy, the NECP (National Energy and Climate Plans) and the new European Green Deal**. We aim to work within these established and trusted frameworks to demonstrate our impact for both the period of this multiannual business plan, and for our Strategic Innovation Agenda between 2021 and 2027.



The table below will outline how the proposed work packages , and associated budgets will be contributing to the KIC impact pathways:

EIT area	KPI Code	EIT KPI	Target	Contribution to KIC Impact Pathways	Indicate WP(s)	Indicative Budget
			2023 - 2024			
Innovation	[EITHE02.4]	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented	120	I) Jobs created and jobs maintained. II) Increase competitiveness European Value Chains III) Increase economic growth IV) All sustainable energy foreseen impacts V) Secure Financial sustainability VI) Secure operational sustainability	Innovation	84MEUR
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	6	I) Jobs created and jobs maintained. II) Increase competitiveness European Value Chains III) Increase economic growth IV) All sustainable energy foreseen impacts V) Secure Financial sustainability VI) Secure operational sustainability	Entrepreneurship	25MEUR
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled programmes	12			
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups	1800			
Education	[EITHE07.1]	Graduates from EIT-labelled programmes	575	I) Jobs created and jobs maintained. II) Increase competitiveness European Value Chains III) Knowledge Triangle Integration IV) Strategic Sustainability of the KIC V) Financial Sustainability for the KIC	Education	20MEUR
Leveraging investments in R&I	[EITHE11.2]	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity	153.4	I) Strategic Sustainability of the KIC II) Financial Sustainability of the KIC	All	176MEUR
Horizontal outputs	[EITHE18.1]	% of less represented gender in top governance and management positions combined	30%		All	



KPIs Tables - The Key Performance Indicators (KPIs) at portfolio level

Table 2.1. List of EIT Core KPIs

Year 2023, 2024 and 2025

EIT area	KPI Code	EIT KPI	Target 2023	Target 2024	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 2 years after completion. Innovations include new or significantly improved products (goods or services) sold	60	60	Innovation
	[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	9	9	Innovation
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, provided the KIC's services contribute to the company's growth (including potential growth)	90	90	Entrepreneurship
	[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	20	20	Entrepreneurship
	[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)	3	3	Entrepreneurship
	[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)	2	2	Entrepreneurship
	[EITHE06.2]	Investment attracted by KIC-supported start-ups and scale-ups Total EUR amount of private and public capital attracted within year N by supported start-ups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA incl. project support activity.	800	1000	Entrepreneurship
Education	[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.	6	6	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	41	45	Education
	[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	50,000	50,000	Education



		KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.			
	[EITHE08.2]	<p align="center">Participants in non-labelled education and training with citizenship in EIT RIS countries</p> <p>Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.</p>	15,000	15,000	Education
Knowledge Triangle Integration/KIC ecosystems	[EITHE10.1]	<p align="center">Active partners collaborating in the KIC</p> <p>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).</p>	450	450	All
	[EITHE10.2]	<p align="center">Active partners registered in the EIT RIS countries collaborating in the KIC</p> <p>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).</p>	15	15	All
Leveraging investments in R&I	[EITHE11.1]	<p align="center">FS revenues: Total financing generated by the KIC LE in year N (absolute value in EUR).</p>	61.2	92.2	All
	[EITHE11.2]	<p align="center">Financial sustainability (FS) coefficient (%) calculated as the total revenues generated by the KIC LE divided by the total EIT grant in year N. [TARGET]</p>	348.63%	348.63%	All
	[EITHE12.1]	<p align="center">KICs SIA funding rate</p> <p>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).</p>	25%	25%	All
	[EITHE13.1]	<p align="center">Financial asset valuation</p> <p>Value of Financial Assets held by KIC at end of the reporting year in EUR</p>	800M	1000M	All
Strengthening entrepreneurship and innovation capacity of higher education institutions	[EITHE20.1]	<p align="center">Number of new partnerships established as a result of the HEI Capacity Building Initiative</p> <p>New partnerships established by participating HEIs and businesses, research organisations, other actors</p>	20	20	Education
RIS-specific indicators	[EITHE22.1]	<p align="center">Number of new and established KIC Partners from RIS countries</p> <p>This indicator will measure:</p> <ul style="list-style-type: none"> ● 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 	5 15 20% 25%	5 15 20% 25%	All



The scale and significance of the Business Plan

The business plan is the main strategic document of the company, prepared in bottom up with the input from all members of the ecosystem, approved by the Executed Board and vetted by the Supervisory Board.

The business plan outlines the size of our ambitions are presented above in the KPIs section and the resources we have at our disposal to execute the plan and deliver on these commitments.

The proposed budget for 2023 -2024 is 176 MEUR, out of which we expect to secure 44MEUR grant from the EIT.

Potential barriers arising from factors beyond the scope and duration of the Business Plan

EIT InnoEnergy has identified four potential barriers arising from factors beyond the scope and duration of the Business Plan:

1. Disruption/reconfiguration of supply chains, structural for the next 2 years
2. Increase of energy prices, structural for the next 4-5 years
3. Inflation, structural for the next 4-5 years
4. War in Ukraine, which has exacerbated the previous three

We see these as interlinked barriers, for which a unified strategy is required. The worsening of the situation because of the war in Ukraine found Europe with a strategy under implementation (the Green Deal, the “Fit for 55” and the industrial strategy) which now will be accelerated, combined with the RePower “firefighting” decision to reduce the dependency of Europe from Russian gas as soon as possible.

In this context, we have: 1. assessed the impact on our portfolio companies (and transitively in InnoEnergy) 2. launched the mitigation measures when the impact is negative 3. launched the capturing measures when the impact generates new opportunities.

What is common, be it big or small, is that all assets are disrupted, and the management and governance are facing a business environment they had never experienced before. The uncertainty of the outcome of the war in Ukraine (the most probable being a non stable outcome yet still ringfenced stalemate) is delaying (not cancelling or being rerouted) investment decisions. At the same time, the EU strategy and ambition as far as the energy transition and industrial reshoring are undoubtful, so the medium long term compass is unchanged also for investors. Our assessment is that the capital markets will reignite after the summer, with a backlog that is pilling up; and sustainable energy will remain a key target sector. Risk assessments on investment cases will be much more rigorous, and there will be some rerouting to the US and other economies less affected by the war in Europe. We will monitor the evolution and adapt our mitigation actions.

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

EIT InnoEnergy has a unified impact strategy that encompasses input and feedback from each co-location and business line, as well as a top-down EIT-led strategy in collaboration with other KICs. This approach allows EIT InnoEnergy to boost its assets based on specific thematic markets with key stakeholders. It also allows for the continued growth and recognition of the EIT brand throughout Europe and beyond.

Overview of the KIC’s planned external communication activities and achievements across Europe

The Marketing and Communications function within EIT InnoEnergy continues to add value to the business by raising



brand awareness, promoting important initiatives, and supporting innovations, education activities, and start-ups. Management and monitoring of communication activities (available resources and responsibilities) is undertaken at the corporate level and activities are managed through several dedicated actions. This management structure allows the KIC, as well as its partners, to organise and host many events each year. Such events may be small and localised in nature – such as those organised or participated by Hub offices in RIS countries, or large multi-national events such as The Business Booster (TBB). Regardless of the size or scope, the management team ensures a consistent message and EIT branding is delivered.

Dissemination plan objectives

Our key objectives for the business planning are as follows:

1. Continue to build brand awareness for EIT InnoEnergy. Also begin to communicate on the number of sub-brands under the corporate brand umbrella.
2. Position the company as a core player and at the center of the European Green Deal and the Energy transition.
3. The promotion of key assets will be important in helping increase their value.
4. Promoting the three industrial value chains will also be important. These include the European Battery Alliance, Green Hydrogen and Solar PV.
5. Support in major dissemination channels such as the organization of the Business Booster event
6. EIT InnoEnergy remain a new player in the US market, therefore promoting the brand in this region will also be an important activity.
7. Mapping supported assets to customers and segments is an ongoing activity as is enhancing and improving our collateral.

Overall planned contribution to the development of the EIT Community brand

It is mandatory for all assets, education activities, and ventures to have a dissemination / communication plan appropriate to their sector norms and commercial plans, as well as adhering to the EIT branding guidelines for external communication and dissemination. This is a condition of funding for all activities.

EIT InnoEnergy is able to reach the ultimate target and successfully engage with the regional actors and to establish partnerships aimed at KTI innovation model in Research & Innovation, who are also resulting in product and service development, technology transfer, social innovation, developing links and synergies between innovation actors, supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production of key enabling technologies and diffusion of general purpose technologies – all under the EIT branding.

EIT InnoEnergy also participates in the EIT Alumni Community; and the EIT Awards in full alignment with the Partnership Agreement (PA) and the KIC Strategic Agenda (SA) provisions.

Overview of the KIC's planned stakeholder engagement priorities and activities

The main objective of the stakeholder engagement efforts is to ensure the support of the stakeholder for the mission and activities of the KIC and the overall EIT Community, via awareness raising, effective consultation and involvement.

EIT InnoEnergy has a range of stakeholder that it appeals to – and each are targeted depending on the activity.

At the European level:

- The European Institutions
- European associations and trade organisations
- European-level media



National/Member State level:

- National and regional government – particularly agencies related to thematic activity.
- National industry and trade
- National trade associations
- National Media

This information will be then operationalized by a Stakeholder Calendar of meetings with institutional stakeholders at EU and Member State level (DLV 12 in the list of obligatory deliverables in the table below).

EIT InnoEnergy also targets.

- Universities and students (mainly in the education activities)
- Potential Ventures and companies
- Fellow KICs, where cross-KIC activity is possible.

Communication tools and channels

Brand books are developed and continuously updated for the whole company, ensuring up to date EIT branding is respected and used at all internal and external events and publications.

The main vehicle for external communications is the EIT InnoEnergy website. A recent upgrade took place in 2020, which has helped to significantly improve user interaction. Externally, EIT InnoEnergy also takes places in local, regional, and national events related to its thematic areas, as well as larger EU events, often facilitated by the EU Business Unit. EIT InnoEnergy will also utilize the EIT website, Horizon Results Platform, Open Air, EU Science Publication.

Specific target audiences and dissemination channels are planned and used as communication tools. The tables below demonstrate the specifics of these channels.

Objectives 2021-2027. Communication, dissemination and stakeholders management	Target audiences/Stakeholders										Dissemination tools and channels										
	Prospective students	Alumni/Graduates	Entrepreneurs Intrapreneurs	Industry (Large, SMEs)	Political authorities and agencies	Public Administration	EIT InnoEnergy partner organizations (of the KTI)	Investors (Public and Private)	Innovation Community worldwide	Others	Web site	Partners web sites and channels	Social media	Own Events (TBB, EBA, BIP, Webinars...)	Third party specialized events	Media at large	Membership associations or organizations	Marketing collateral	Mailing campaigns	Thematic road-maps	Action in the Field (Business Development)
Capture Deal Flow																					
Attract and enrol BSc energy engineers with strong entrepreneurial capabilities, for MSc School	●		●							●		●	●	●	●	●	●	●			●
Attract and enrol early stage entrepreneurs		●	●	●						●	●	●	●	●		●	●	●			●
Attract and enrol innovative business cases		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●
Attract and enrol innovative project finance cases		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●
Diseminate widely the success stories and track record	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●

Figure 3: Specific target audiences and dissemination channels for capturing deal flow



Objectives 2021-2027. Communication, dissemination and stakeholders management	Target audiences/Stakeholders										Dissemination tools and channels										
	Prospective students	Alumni/Graduates	Entrepreneurs Intrapreneurs	Industry (Large, SMEs)	Political authorities and agencies	Public Administration	EIT InnoEnergy partner organizations (of the KTI)	Investors (Public and Private)	Innovation Community worldwide	Others	Web site	Partners web sites and channels	Social media	Own Events (TBB, EBA, BIP, Webinars...)	Third party specialized events	Media at large	Membership associations or organizations	Marketing collateral	Mailing campaigns	Thematic road-maps	Action in the Field (Business Development)
Monetize Assets																					
Increase the sales of EIT InnoEnergy 300+ portfolio assets, by promoting them, proactive push			●			●	●	●	●	●	●		●	●	●	●	●	●		●	●
Diseminate widely the success stories and track record	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Position EIT InnoEnergy in the financial Community as a unique type of investor (total downside, success based upside)			●	●			●	●		●	●		●		●					●	●

Figure 4: Specific target audiences and dissemination channels for monetizing assets

EIT InnoEnergy will also continue to contribute to the EIT Success Stories.

Outline of EIT InnoEnergy IPR Strategy

EIT InnoEnergy’s IPR Policy will contribute significantly to safeguard the interests of all members of the InnoEnergy ecosystem, including InnoEnergy itself and the KIC Partners (as defined in the Framework Partnership Agreement, and as sub-grantees from 2023 onwards), and to stimulate the protection and use of results stemming from innovation funded and/or supported by InnoEnergy. It will consequently serve the EIT’s goal of boosting EU competitiveness and innovation. The Formal Partners have agreed on an IP policy which is motivating and aimed at value creation for all members of the InnoEnergy ecosystem, intrinsically linked to the financial sustainability of InnoEnergy as a company in the medium term.

InnoEnergy adopts an IPR policy which will motivate the KIC Partners to engage and co-operate in joint research and innovation, thus creating valuable results within its framework, and at the same time help protect the legitimate interests of the Partners in relation to their relevant background.

Ownership of IPR results

By default a KIC Partner owns all the rights on Results that it produces solely during the supported Activity or shares the rights on jointly generated Results evenly with the co-creators of those results.

Access to information

KIC Partners collaborating in an Activity supported by InnoEnergy shall provide each other non-transferable access to the Results, while agreeing on certain conditions governing the access. These conditions need to be in agreement with generic conditions:

- Access conditions may not prohibit/inhibit the other KIC Partners collaborating in such Activity to pursue the goals of the Activity as agreed upon by all KIC Partners collaborating in such activity and InnoEnergy .
- Access conditions may not require any collaborating KIC Partner to pay royalties to the holder of (IP rights



on) Results, for pursuing non-commercial goals of the activity.

- Access conditions for commercial goals are to be fair and equitable enabling the KIC Partners granted access, to exploit the Results from the Activity as was beforehand agreed upon by all collaborating KIC Partners and InnoEnergy.

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

EIT RIS countries are since 2014 mainstream. EIT InnoEnergy activities are indistinctively deployed across Europe. 40% of EIT InnoEnergy investments have been channeled to Spain, Portugal, Poland, and other EU – 12 countries as beneficiaries.

EIT InnoEnergy RIS activity is strategically laid in the form of a centralized network of a central KIC activity management unit, and local operational arms constructed on partnerships under the form of EIT InnoEnergy Hubs.

Since 2018 EIT InnoEnergy has established a network of partners in twelve countries – Bulgaria, Croatia, Greece, Estonia, Hungary, Lithuania, Latvia, Romania, Serbia, Slovakia, Slovenia and Turkey integrated in an operational unit (the Power Alliance). All of them are aimed in delivering the EIT and have been selected according to the three main fundamental criterions for partnership selections in EIT InnoEnergy Strategy 2021-2027:

Criterion 1: Geographical proximity.

Criterion 2: Ecosystem type, amount of innovation activities and current position in the European Innovation Scoreboard.

Criterion 3: Indications of existing S3 priorities related to Sustainable Energy area

EIT InnoEnergy Hubs fulfil the role of local arm of KICs – in this case EIT InnoEnergy - acting between our KIC and the local innovation and energy actors.

The HUBs are responsible for engaging actors from the Local Ecosystems, but also for mobilizing and internationalizing of the local networks and facilitating the InnoEnergy efforts in fostering Knowledge Triangle Innovation (KTI). According to the current standing, the EIT InnoEnergy HUB's responsibilities/tasks are as follows: scouting (ventures, innovation projects, industry, investors, universities), building cases, positioning InnoEnergy in local eco-systems, active participation in all InnoEnergy events (TBB, Power Up! etc.), business development/sales.

EIT InnoEnergy is able to reach the ultimate target and successfully engage with the regional actors and to establish partnerships aimed at KTI innovation model in Research & Innovation, who are also resulting in product and service development, technology transfer, social innovation, developing links and synergies between innovation actors, supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production of key enabling technologies and diffusion of general purpose technologies.

3. Quality and efficiency of the implementation

3.1 Work plan and resources

Rationale for the design of the portfolio and choice behind activity granularity

The objective in the selection of KIC Activities is to identify, choose, and finally invest in those activities which have a demonstrable capacity to deliver the most return in terms of contribution to the strategic objectives of InnoEnergy, within the boundaries set in the upstream stages.

The selection process of KIC Activities within a product line is sequentially framed by (1) the definition of the product

strategy (and road mapping), done at KIC level, with contributions from a vast array of partners and external sector contributors; (2) a clearly defined investment rounds and selection process with transparent criteria and expected results, all sanctioned upfront by the Executive Board; (3) support activities by InnoEnergy to ensure that proposals meet the quality objectives and reflect InnoEnergy’ strategic objectives; and (4) an assessment of eligibility as well as qualitative criteria which are carried out by experts (internal and external) in the given domain which issue an investment recommendation to the Executive Board.

The selection process applied to Innovation Portfolio, since it is the most elaborate and comprehensive process in place, due to the complex nature and budget size of this business line. The other two business lines (education and business creation) have inherited most of the best practices of this business line.

As mentioned above, and anchored in the technology strategy, the “Investment Round for Innovation Proposals” (IR) in place for Innovation Projects is open year-round for applicants with two cut off dates per year. The co-creation process (filling the funnel of proposals) is led by the Co-Location Centers who are working with all the KIC network and other communities to actively hunt/co-create prospective innovation activities, which are subsequently submitted by partner consortia to InnoEnergy.

Brief presentation of the overall structure of the KIC Business Plan portfolio

The portfolio is defined by 7 separate, but interlinking Work Packages:

1. Education
2. Entrepreneurship
3. Innovation
4. EIT RIS
5. Management
6. Communication, dissemination, and exploitation of results
7. Financial Sustainability

Portfolio	Number of planned activities	~ % of planned activities	Budget	~ % budget
Education	12	24%	19,932,599.75	11.3%
Innovation	19	39%	83,936,406.36	47.7%
Entrepreneurship	6	12%	25,008,870.50	14.2%
EIT RIS	4	8%	26,021,557.51	14.8%
Management	7	14%	17,071,696.605	9.6%
Communication, dissemination, and exploitation of results	1	5%	4,054,508	2.4%
Financial	38			



Sustainability				
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(NB – All 49 activities of the BP contribute directly or indirectly to the financial sustainability of the company. However, only 38 activities contribute directly to the financial sustainability by having revenue-generating contracts with third parties)

Whilst the activities have been divided along these specific segments, the nature of the knowledge triangle integration and EIT InnoEnergy objectives means that there is designed overlap between work packages. For example, the Education line often interacts with Innovation and Entrepreneurship lines, by mean of placing students in work placements with our ventures and partners. Further, all our activities actively promote EIT RIS integration, thus it is also a cross-cutting activity.

Graphical presentation of activity links to societal challenges

The below table highlights the links between InnoEnergy’s expected outputs from activities in relation to their corresponding societal challenge.

KIC Strategic Objective	Problem/ Issue related to the societal challenge	Impact KPIs	Targets to be achieved by 2027*	Relevant UN SDG Targets	Source of verification*
Social Impact					
Increase jobs created & jobs maintained	Green Growth	# New direct jobs created & jobs maintained (indirect multiply by 4)	30,000	8	Business cases (actuals and forecast) from EIT InnoEnergy assets portfolio
		# female entrepreneurs	100	5	
		# students working/leading new ventures	2,000	4.8	
		# people with new access to energy	180,000	1, 7, 10	
Economic Growth and competitiveness					
Increase Competitiveness European Energy Value Chain(s)	Green Growth	Revenue generated by supported assets (M€)	4,000	8	
Increase economic growth (GDP)	Green Growth	Investments raised by supported assets (M€)	8,000	8.9	
Sustainable Energy					
Decrease cost of energy	Energy efficiency, Energy affordable	M€ saved by substituting existing technologies by InnoEnergy assets	1,800	7, 9, 11, 12, 13	
Increase operability energy system	Penetration of renewable	TWh of renewable energy deployed based on EIT InnoEnergy innovations	100	7, 9, 11, 12, 14	
Decrease GHG emissions	Reduction of GHG emissions	GigaTons of CO ₂ abated by deployment of InnoEnergy assets	0.3	7, 9, 11, 12, 15	
Knowledge Triangle Integration					
Increase Knowledge triangle liquidity	Increase Knowledge triangle liquidity	Students as manpower in I-Projects and ventures	3,000		
		# students working/leading new ventures	2,000		
		Ventures partners in I-Projects or span out of I-Projects	60		
EIT InnoEnergy Sustainability					
Secure Strategic sustainability	Strategic sustainability	# partners in managed trusted ecosystems	1,000		
Secure Financial sustainability	Financial sustainability	Revenue generated by EIT InnoEnergy (M€) - audited	512		
Secure Operational sustainability	Operational sustainability	Equity position from Balance Sheet (M€) - audited	1,600		
		Opex/Budget [%]	14%		

Figure 5: Societal challenges and KIC-Specific objectives



All selected activities must contribute, directly or indirectly to the financial sustainability, and Impact KPIs. Supporting activities such as Human Resources, IT, or Legal services are seen to contribute indirectly as the direct services would not be possible to operate without this management support. All ventures are supported only if they actively work towards contributing to marketed products or services, design patents, and revenue generation. This is reflected in all selection processes.



Participant Number/Short Name			
Third party name	Category	Cost (€)	Justification
None			

N.B. All the budgeted costs are direct costs linked to the planned action.

3.2 Capacity of participants and KIC Partnership as a whole

The guiding principles ruling the EIT InnoEnergy partnership are summarized as follows:

- A balanced representation of research, higher education, and business in the **shareholding** structure.
- Clear segregation of duties at the shareholder, the governance, the operational and the beneficiaries' level;
- Central Business Line strategies and Thematic Field Roadmaps are operationalized at the local level by EIT InnoEnergy Co-location Centers (where EIT InnoEnergy SE always holds majority of shares and therefore the control if the legal structure is a company and not a branch);
- Fully open partnership for activity partners, beneficiaries of the KIC funding.

EIT InnoEnergy ownership: Legal structure

On the stable foundation of the shareholder structure of the **27 EIT InnoEnergy shareholders**, well balanced across the knowledge triangle, the shareholding base of InnoEnergy continues to evolve through an open, inclusive, and consultative process, where **prospective shareholders** are actively targeted based on their strategic fit and contribution to the strategy of the company. EIT InnoEnergy is a company, and the ownership and strategy reside in the shareholders.

EIT InnoEnergy has been able to attract new shareholders to the ownership structure; Volkswagen, Siemens, Augur, IDEC, SIPLEC and ING joining as shareholders, for a ticket each of 2,85M€, where the initial shareholders had paid 10K€. For the next 7 years, EIT InnoEnergy will continue to attract openly and transparently key institutions and capital for making our strategic sustainability more robust. To ensure openness and transparency EIT InnoEnergy sources its shareholders via different channels but all must meet the following criteria:

- Demonstrate capacity and capability to further EIT InnoEnergy strategic objectives and add complementary representation to the 'knowledge triangle'
- Acknowledged Leadership in the energy sector, or the strong aspiration to become an acknowledged leader in the energy sector, or any other sector of relevance to the energy sector;
- Demonstrated and recognized High innovation acumen.
- Strategic intent aligned with the UN SDG;
- A commitment to participate in the KIC activities, where feasible
- Demonstrate the capacity to pay the cost of a share in a given year, upon execution of the transaction.

It is important to state that before becoming a shareholder of EIT InnoEnergy a due diligence process is performed by EIT InnoEnergy to validate all the criteria listed above. The form thereof - and whether or not external parties are involved in such due diligence - is dependent on the circumstances at hand. As part of such due diligence EIT InnoEnergy may perform desktop research, exploratory talks with a potential shareholder, ask for documents, etc.

Following such due diligence, the actual accession process for a potential shareholder (i.e. the process to be accepted by the existing shareholders of EIT InnoEnergy and consequently to obtain one share in EIT InnoEnergy) contains various checks and balances (as per the General Partnership Agreement and / or the Articles of Association of EIT InnoEnergy):

- the price for which potential new shareholders are able to obtain one share in EIT InnoEnergy is set for each year by EIT InnoEnergy's Supervisory Board in accordance with a calculation method validated by an external auditor;

- a potential shareholder needs to (timely) issue a formal letter expressing its interest in becoming a shareholder, explaining its added value to the consortium, etc., etc.;
- a potential shareholder needs to be positively recommended, via a recommendation letter by the existing shareholders of the co-location to which the potential shareholder will be linked after its accession;
- the potential shareholder will have to enter into an accession agreement, dealing with the price, its commitment to pay an annual membership fee, conditions precedent, etc. prior to its accession;
- Out of a quorum of $\frac{3}{4}$ of the existing shareholders a normal majority needs to vote positive for the accession of the potential shareholder in a general assembly supervised by a Dutch civil law notary; and
- Following a positive vote in the General Assembly, the actual share transfer is to be executed by a Dutch civil law notary, requiring various documents to identify the acceding shareholder in compliance with various rules and regulations, including these on money laundering and the prevention of terrorism.

EIT InnoEnergy Partnership: EIT InnoEnergy publishes regularly open calls. Partners accede to EIT InnoEnergy partnership by answering to the open call and proposing innovative activities that upon meeting the eligibility, assessment and evaluation criteria become part of the KIC Business plan.

Evolution since 2010:

In the early days the distribution of Universities, RTOs and business was approx. 1/3 each, whereas along the years it has become a more fair, although still unbalanced, representation of the number of Universities, public RTOs and businesses in the European playground (*out of the close to 1000 Universities EIT InnoEnergy has 71 [7%]; out of the 350 RTOs represented by EARTO EIT InnoEnergy has 47 [14%] and out of the roughly 180.000 SMEs and business in energy EIT InnoEnergy has 349 [0,2%]*). This trend continuing, with more and more businesses coming into the ecosystem.

The partner base of EIT InnoEnergy has continued to grow during the past years to a current number of 500+ active, spanning **21 EU countries**, proving the healthy and **totally open** environment, actively managed by 6 CLCs and 13 EIT RIS Hubs.

EIT InnoEnergy publishes regularly open calls. Partners accede to EIT InnoEnergy partnership by answering to the open call and proposing innovative activities that upon meeting the eligibility, assessment and evaluation criteria become part of the KIC Business plan. EIT InnoEnergy ecosystem of partners is wider than the one factualized in the next chapters, since we only include in the information those that are also vetted by the EIT, but there are many others, which do not receive any funding (i.e., InnoEnergy VC community members, today north of 60 partners) which are not in the information provided.



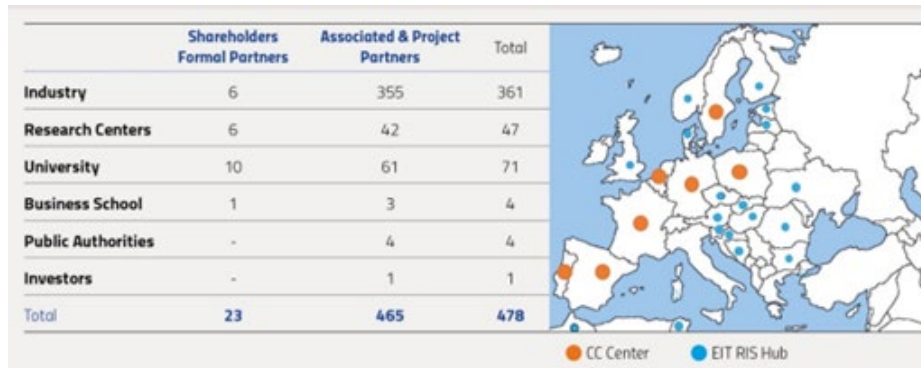


Figure 6: EIT InnoEnergy partnerships

	2021	2022	2023	2024	2025	2026	2027
#CLCs	6	6	6	6	6	6	6
#EIT RIS Hubs	10	10	10	11	11	11	11
#Number of partners ¹	23	26	26	26	100	100	100
#Number of project partners ²	464	510	561	618	618	618	618
#Partners from EIT RIS countries	144	158	174	192	192	192	192

Figure 7: Partner development plan

From 2022 onwards EIT InnoEnergy will be executing a full cascading model for EIT grant disbursement. This relationship will be managed via Internal Agreements where the provisions of the Partnership Agreement and the Grant Agreement will be enforced to the grant beneficiaries.

In the evolution of the KIC – it is expected that only a fraction of the partners will become subgrantees as the EIT grant amount is expected to diminish in the coming years.

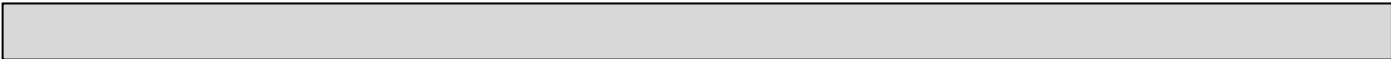
Global Outreach - Rationale for the participation of the InnoEnergy USA in the business plan

InnoEnergy vision for 2025 is to become the “go to” trusted innovation ecosystem in sustainable energy for EU & US. In that direction IE strategic goal is (1) to create a trusted landing path for our assets so they can reach the (targeted) through our US Landing program (e.g. trusted channels, trusted accelerators, trusted investors), (2) for the US ventures to become the trusted landing path in Europe; and (3) extend our ecosystem with the key players and human capital in selected topics where there is a gradient between the two continents (e.g. off-shore wind, grids), and therefore win-win scenarios.

EIT InnoEnergy has already established presence in Boston, US. The choice for the location was determined by the energy market dynamic, however we do see a good complementary to the other EIT HUBs in the US. Therefore, we have the EIT InnoEnergy USA partner to support operationalisation of these strategic objectives into concrete actions mainly in the business creation work plan for which we request approval of the EIT.

EIT InnoEnergy Anti-Fraud Strategy

EIT InnoEnergy has a dedicated antifraud policy that applies to all its staff and partners. Additionally, the KIC takes part in cross-KIC working groups to continually train and update these policies for future activities. Our full



strategy is available on the EIT InnoEnergy website: <https://www.innoenergy.com/about/policy-and-standards/anti-fraud-strategy/>

EIT InnoEnergy Audit control system, grant assurance and monitoring

In the context of the Annual Closure working agreements the Finance reporting procedure follows the same monthly flow as during the remainder of the year but with a number of additional activities to cover a number of annually recurring elements. These additional activities include tasks such as:

- Updating and closing the General Ledger for the previous fiscal year
- Financial Auditing & Accounting Controls (both internal and by external Accountancy)
- Creation of the InnoEnergy Annual Report (including elements such as the final Balance Sheet) for the previous fiscal year
- CFS-audits & Statutory-audits
- Tax Planning and Reporting
- Preparations for the financial part of the InnoEnergy Public Annual Report

The activities that are part of the Annual Closure by Central Finance & Accounting constitute the start of the Annual Closure activities. Most of these activities are carried out during the month of January and generate the necessary inputs that feed into and are required to complete;

- The Local Legal Entity activities for the Local Finance & Accounting Annual Closure procedure
- The Local Legal Entity activities that are part of the Grant Agreement Reporting procedure

The F&A annual reporting activities are mostly carried out during the month of January, although some preparation activities related to Invoices will already start in December of the previous year.

END

