SIX POWER

EU R&I ACTIVATION PROGRAMME

What Makes a Fundable EU R&I Project?



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2. Evaluator logic – the investor’s gaze
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EU Programs – general motivation



When does an EU project make strategic sense?

The funding is valuable — but the real asset is the collaboration and evidence it enables

WHAT THE COMPANY CAN GAIN

- **Strategic capability**
- **European partners and customers**
- **Pilots, evidence and risk-sharing**
- **Visibility, standards and future markets**

A good reason to join: the project advances a strategic goal you would pursue anyway – faster, better, or with capabilities you cannot access alone.

WHAT THE COMPANY MUST COMMIT

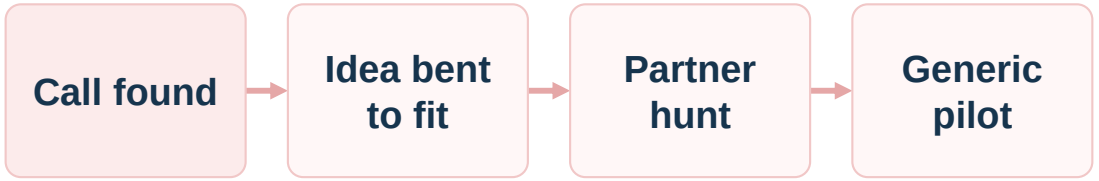
- **Co-funding and internal resources**
- **Multi-year work plan, reporting**
- **Shared decisions and dependencies**
- **No guarantee of funding or market success**

EU Programs – general motivation

Start with the challenge – not with the call

The same idea can be strong in one topic, and a weak match or even fundamentally out of scope in another

CALL DRIVEN APPROACH



Typical result

A compliant-looking proposal with weak ownership and unclear exploitation value.

BUSINESS CHALLENGE DRIVEN APPROACH



Typical result

A project that matters to the company – and can be mapped honestly to the work programme.

> **Funding is an enabler. The project is the strategic change you want to create.**

Inspired by the Horizon Europe call-fit guidance.

The fundable project logic

A competitive proposal is a chain of claims, every arrow must be credible

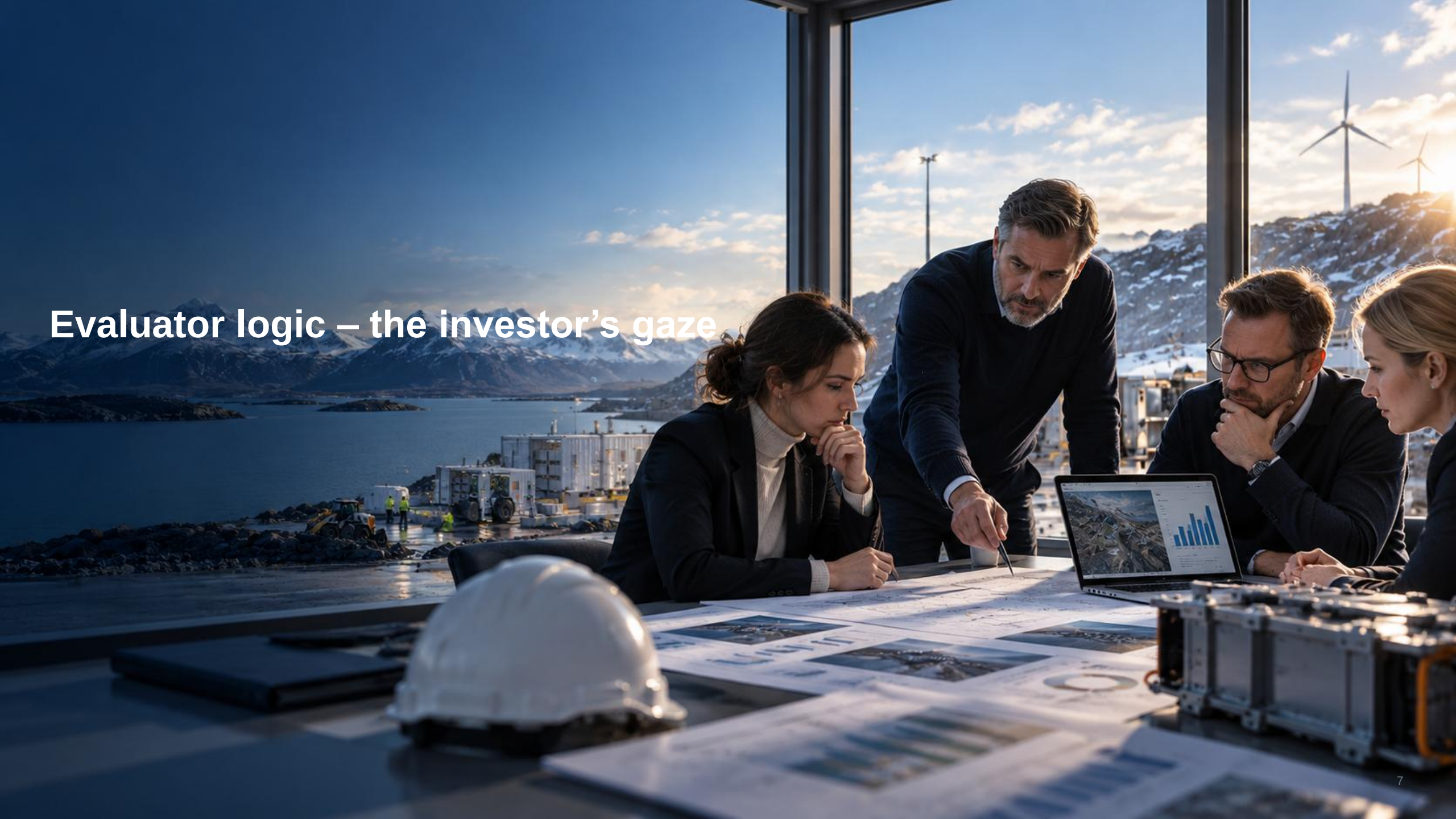
CHALLENGE	AMBITION	INNOVATION	WORK	PILOT	RESULTS	IMPACT
A real user or system problem	Innovation, project objectives	What is beyond current practice	Research, development and integration	Where evidence is generated	What the project delivers	Users, offtakers, exploitation paths

Test the links:

- Does the proposed work actually resolve the stated bottleneck?
- Will the pilot generate evidence for the target user and use case?
- Can the results plausibly lead to the outcomes and destination impacts as defined in the topic?

Horizon Europe impact logic: project results → topic outcomes → destination impacts.

Evaluator logic – the investor’s gaze



Evaluator logic – the investor's gaze

The evaluator's lens

The call topics set the practical yardstick through the scope, expected outcomes, type of action, TRL and any topic-specific conditions

Evaluators assess the proposal as submitted, not what it could become after fixes

EXCELLENCE

Is the R&I strong and correctly positioned?

- Clear, pertinent, measurable and achievable objectives
- Ambition beyond the state of the art
- TRL maturity: appropriate for the topic and RIA/IA
- Sound concepts, assumptions and methodology
- Interdisciplinary integration
- Open science and research-data management
- Gender dimension and Social Sciences & Humanities (SSH) where relevant

IMPACT

Will the results credibly deliver the outcomes targeted by the call?

- Credible pathway from results to **topic outcomes**
- Contribution to wider **destination impacts**
- Identified use cases, users and other stakeholders
- Market, regulatory, behavioral and technical barriers addressed
- Clear exploitation owners and suitable IPR strategy
- Concrete dissemination, exploitation and communication measures

IMPLEMENTATION

Can this consortium actually deliver?

- Coherent work plan, milestones and dependencies
- Credible risk management and contingency routes
- Effort, resources and budget consistent with the work
- Access to required data, pilot sites and industrial environments
- Valid role and sufficient capacity for every participant
- Consortium covers all necessary technical, market and user expertise

Cross-cutting coherence: Do the objectives, methodology, pilot, results, impact pathway, partner roles and resources tell the same story?

IA ranking: Impact score is multiplied by 1.5

In two-stage calls (with some exceptions), only Excellence and Impact criteria are evaluated at 1st stage, as a "blind" evaluation

Source: European Commission, Horizon Europe Proposal Evaluation Standard Briefing, version 14.0 (2026).

Excellence: prove the leap, not just the activity

A long task list is not the same as an ambitious research and innovation project



What reviewers need to see

- A precise state-of-the-art benchmark and current limitation
- Quantified objectives that are ambitious but credible
- A methodology to overcome the critical uncertainties
- A TRL progression and validation route that match the topic

“Novel” is a measurable difference from the best available alternative.

Impact: build a pathway, not a promise

Show how project results will be taken up: by whom, through what mechanism, and with what measurable effect

PROJECT RESULTS	TOPIC OUTCOMES	DESTINATION IMPACTS
Prototype • algorithm • pilot line • dataset • validated method	**Uptake by OEM, recycler, operator, city, grid or industrial user**	**Competitiveness • resilience • resource efficiency • safety • climate neutrality**

MAKING THE PATHWAY CREDIBLE:

- Named target groups and owners of exploitation
- Mechanisms: standards, supply chain, investment, procurement, licensing or service launch
- Timing, assumptions and barriers
- KPIs that link technical performance to user and system value
- Potential negative effects (e.g. environment) at scale, and their mitigation, are also part of a credible impact pathway

Impact = credibility of pathways and the quality of measures to maximize outcomes

Example of applicable quantitative metrics in D2-06 cell production topic: CapEx, OpEx, energy consumption and environmental footprint, together with qualitative measures in better production efficiency, quality and flexible modular pilot production

Source: Horizon Europe impact logic.

Implementation: make delivery credible, not just possible

A convincing plan shows who does what, when, with which resources, and contingency plans when assumptions fail

WORK PLAN	DELIVERY SYSTEM	CONTROL AND ADAPTATION
Objectives → work packages • tasks • milestones • deliverables • critical path and dependencies	Roles • effort • budget • pilot, data and facility • access • governance	Specific risks • decision gates • contingency routes • quality and change control

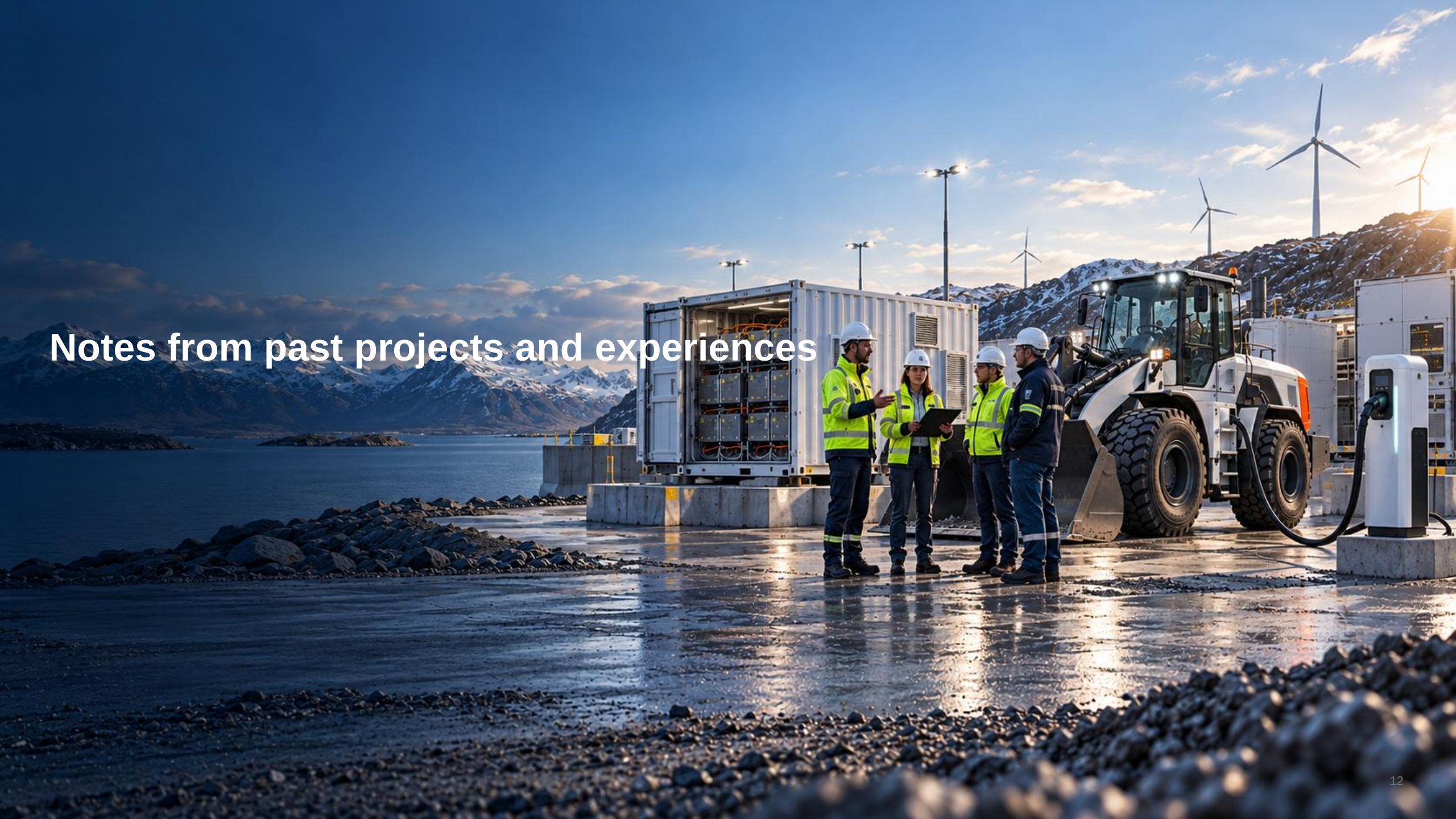
MAKING DELIVERY CREDIBLE:

- Work packages and outputs trace directly to the objectives and impact claims
- Effort, expertise and budget match the difficulty and the critical path
- Access to data, users, facilities and pilot sites is secured
- Risks are specific; contingencies preserve the central project logic

Implementation is evidence that this consortium can deliver the promised results, with credible resources, ownership and fallback routes.

Source: Horizon Europe RIA/IA evaluation criteria — Implementation.

Notes from past projects and experiences

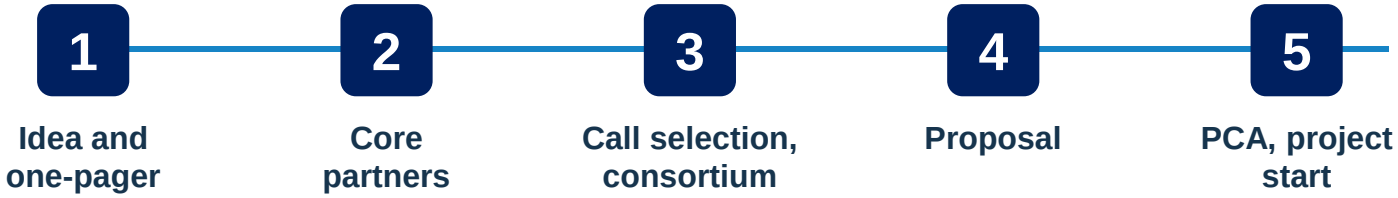


My experiences as a project partner

2012-15	2017-20	2020-23
CRAFTERS	Productive 4.0	ADACORSA
26 partners • embedded many-core • safety and real-time systems • early-stage RIA Embedded OS, co-existing safety and non-safety subsystems Main value: deep technical learning and new research relationships	**109 partners • 19 countries • Industry 4.0 / IoT • IA • one of the Lighthouse projects** IoT use cases across multiple industrial applications, open-source platform trials Main value: ecosystem access and cross-industry validation	**50 partners • resilient drone systems • BVLOS industrial use cases** Edge computing, algorithms, pilot applications with use cases for drones Main value: edge-AI validation
Contributor	*Use case owner*	*Task lead*

Lesson 1: early involvement

Early involvement improves influence over scope, budget, task leadership, pilot ownership and partner selection



From phase 1 to 5 it may take 6+ months, and ~12 months in a two-stage call

What is effectively decided early:

- The problem owner, target user and expected business or system value
- Technical scope, partner interfaces, data needs and pilot architecture
- Budget, effort, leadership responsibility and critical deliverables
- IP boundaries, exploitation ownership, standards and post-project investment
- Which partners are essential — and which roles can still be added later

Late joiners may often inherit a predefined task - useful, but with less strategic leverage

Lesson 2: a meaningful partner role must survive the whole project

Every partnering company needs a unique contribution, delivery ownership and a reason to exploit the result

STRATEGIC FIT

- The project has a match with the platform or product roadmap
- The proceedings advance an essential capability or market position
- The project is still justified, even if funding, timing or commercial assumptions change

UNIQUE CONTRIBUTION

- Technology, data, user knowledge, pilot access or an integration capability genuinely needed by the project
- The contribution can be explained clearly and traced to tasks and results

DELIVERY RESPONSIBILITY

- Named resources, allocated effort and budget are proportional to the challenge and dependencies of the role
- A larger budget normally requires taking on roles in task or work package leadership, integration, reporting or risk ownership
- Every partner must have a justified role, no “quota” SMEs

EXPLOITATION OWNERSHIP

- A product, business or technical owner is responsible for taking the results forward after the grant project
- IP, standards, customer route and required post-project investments are considered before submission

Clear state of the art → quantified leap → credible evidence plan → demanding dissemination KPIs → owned and quantified exploitation

Lesson 3: delivery requires a multi-year management commitment

The grant agreement is relatively stable, but company priorities, partner capacity and technical reality are not

COMPANY REALITY

- Executive support must survive the full project, not only the proposal decision
- Strategy, product ownership and internal resourcing may change during a three-year project
- Time-critical product releases often fit poorly with the pace of a large collaborative project

CONSORTIUM REALITY

- Task leadership means steering work and dependencies beyond your own company priorities
- Integration interfaces, common platforms and partner schedules can dominate the critical path
- A partner drop-out or weak contribution can directly threaten your own deliverable

CONTROL & COMPLIANCE

- Technical and financial reporting and audit are more easily manageable when the internal evidence trail is continuous
- Actual-cost projects: track hours, travel, purchases, subcontracting and other costs at work package level from day one
- Lump-sum projects: maintain evidence of work-package completion, deliverables, resources and decisions

Collaborative EU projects are ideal for pre-competitive development, capability building and evidence, not as a vehicle for fast internal product execution

What remains after the grant – and a checklist before commitment

A good project creates durable assets even if the original commercialization path changes

DURABLE ASSETS

CAPABILITY	New methods, architectures and specialist know-how
EVIDENCE	Validated performance, pilot data and credible references
RELATIONSHIPS	Trusted European partners, users and future consortium routes
ROADMAP	Better product, technology and investment choices
POSITION	Visibility in value chains, standards and emerging markets
DELIVERY SYSTEM	Reusable skills in budgeting, reporting, risk and consortium work

Partner's checklist

1	**STRATEGIC FIT**	Would we pursue this goal without the grant?
2	**UNIQUE CONTRIBUTION**	Can we explain our input and project dependency in one page?
3	**EVIDENCE ACCESS**	Do we control the required data, users, pilot site or test environment?
4	**PARTNER INTERFACES**	Are responsibilities, inputs, outputs and decision rights explicit?
5	**DELIVERY CAPACITY**	Are named people, management support and internal resources credible?
6	**BUDGET / RETURN**	Does the budget match responsibility — and is the strategic return sufficient?
7	**UPTAKE OWNERSHIP**	Who will use, commercialize, standardize or scale the results after the project?

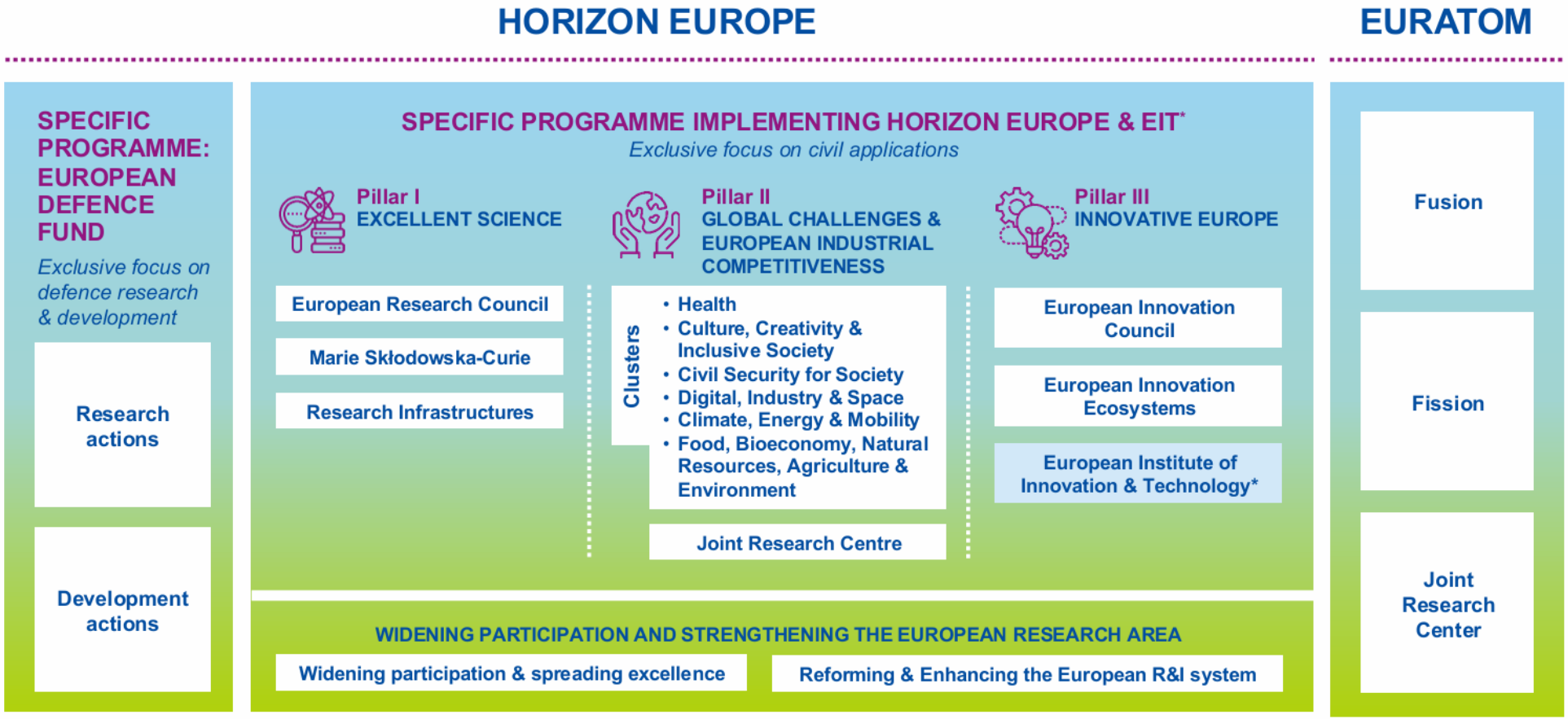
If one answer is weak, fix it before committing to the project

Cluster 5 specifics



Cluster 5 on the Horizon Europe map

Cluster 5 is Horizon Europe's Climate, Energy and Mobility cluster, funding collaborative R&I that supports Europe's climate neutrality, energy transition, industrial competitiveness and sustainable mobility goals



* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

Cluster 5: from project KPIs to European policy and the UN SDGs

SDG alignment is strongest when it is connected to measurable project outcomes.

PROJECT KPI
e.g. energy, recovery, safety, lifetime

TOPIC OUTCOME
what the call expects projects to achieve

DESTINATION IMPACT
system-level change for Europe

SDG CONTRIBUTION
global sustainability value

MOST DIRECT CLUSTER 5 CONTRIBUTION



ADDITIONAL POSITIVE IMPACTS

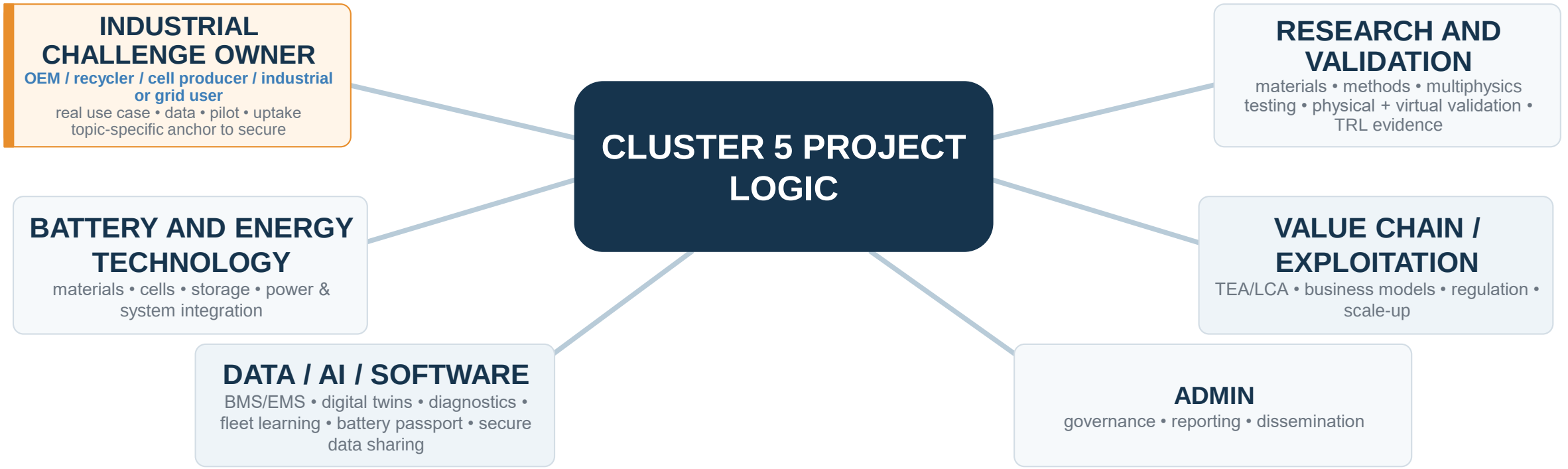


Health • Water • Decent work • Responsible production

Example: better recycling recovery + lower energy and water use + safer processes contribute to SDG 9, 12 and 13 and potentially also SDG 6.

Cluster 5 Work Programme 2026-27

A sample Cluster 5 consortium as a delivery system



CALL-SPECIFIC ANCHORS TO SECURE

D2-05	D2-06	D2-07	D2-08
Recycler + mixed feedstock + battery-grade output	Cell producer + pilot line + inline quality control	New cell concept + materials research + application owner	>8h storage technology + industrial/grid user + system demo

One topic • one primary destination • coherent impact pathways • owners for every dependency

Two-stage calls: first-stage blind evaluation

The idea must win before reputation, logos or consortium brand can help at stage 2

STAGE 1 : ANONYMOUS CONCEPT

BLIND

- Default for Horizon Europe two-stage calls unless the topic provides an exception
- No organisation names, acronyms, logos or personnel names in abstract or Part B
- Direct identification makes the proposal inadmissible, indirect identification is assessed case by case
- Only Excellence and Impact are evaluated, threshold 4/5 for each

STAGE 2: FULL PROPOSAL

FULL CONSORTIUM

- Applicants and partner capacities are disclosed
- All three evaluation criteria are assessed
- Detailed work plan, resources, risk and implementation logic
- Budget, exploitation and consortium governance are fully developed

What this means in practice: write stage 1 so the concept is compelling without “we are the leading…” or references that reveal who you are.

Sources: D2-07 topic conditions

SIX Power: facilitating future success stories



Pirkanmaa: a strong base, with end-to-end value chains

The anonymized interviews point to a dense industrial ecosystem, but also to bottlenecks that are ideal starting points for collaborative R&I

STRONG BASE

- Mobile work machines, demanding applications and hydraulics-electrification integration
- Electric drives, power electronics and charging
- Software, automation and system integration
- Battery systems, energy storage and diagnostics
- Strong research and education partners

RECURRING GAPS

- Real pilots, shared testbeds and PoC opportunities in operational environments
- Faster commercialization and stronger user evidence
- International visibility, networks and partner access
- Experienced talent, regulation and market understanding



Source: SIX Power regional value-chain mapping

Cluster 5 destinations connect climate, energy and mobility

Several strong entry points for the regional ecosystem

D1 Climate science and responses

D2 Cross-sector solutions: batteries and storage

D3 Sustainable energy supply, grids and storage

D4 Efficient energy use: industry, buildings

D5 Clean transport all modes

D6 Safe, resilient smart mobility

In Horizon Europe language, a destination refers to a strategic area, or policy-level objective. It defines the specific industrial, scientific or societal impact.

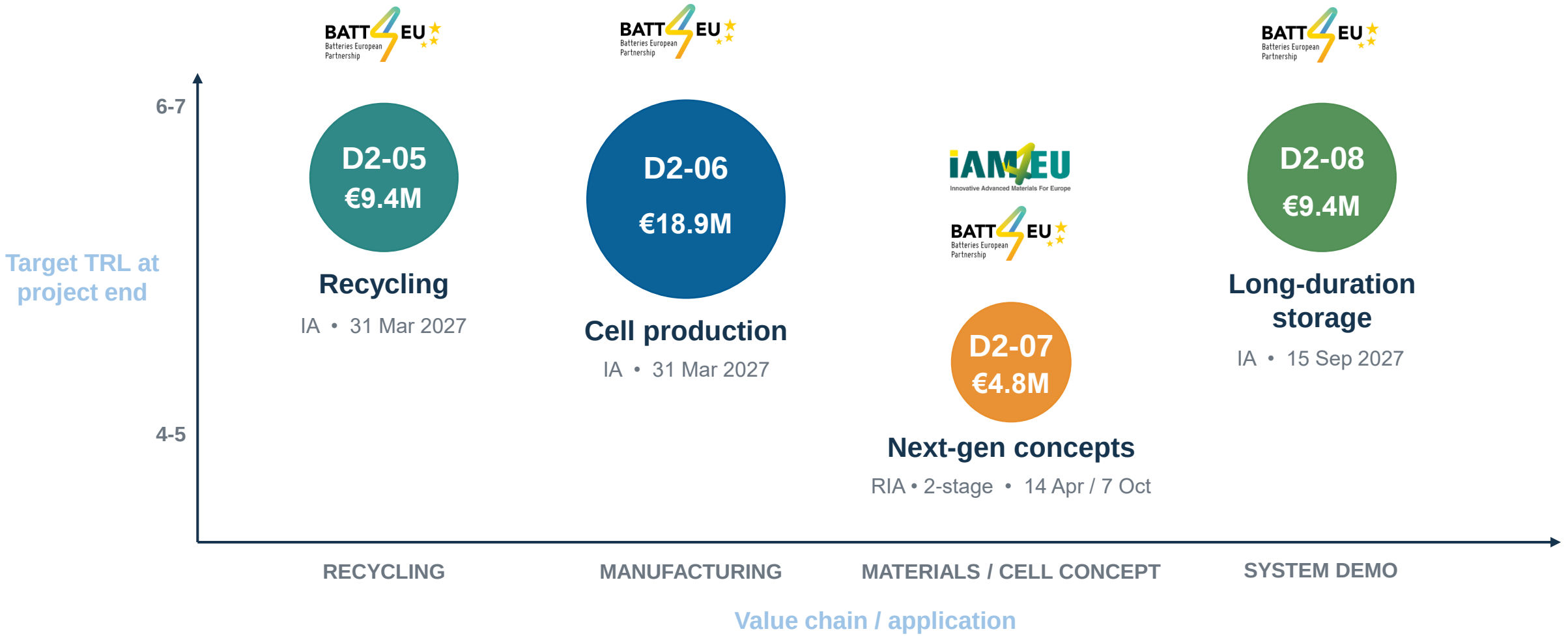
Where Pirkanmaa fits especially well

- **D2** battery materials, manufacturing, recycling, storage
- **D3** energy systems, AI, grids, storage, resilience
- **D4** industrial electrification and energy efficiency
- **D5** zero-emission heavy transport and powertrains
- **D6** automation, safety, validation, data and smart mobility

The right call may sit outside your most obvious destination, especially when the core value is data, safety, industrial energy use or mobility integration.

Source: European Commission Cluster 5 policy page and Work Programme 2026–27.

Four 2027 anchor calls for different maturity, partners and evidence



Source: Horizon Europe Cluster 5 Work Programme 2026–27, topics D2-05 to D2-08.

Anchor calls I: recycling and cell production

Both calls need real industrial processes, not generic environmental technology or stand-alone digitalization

D2-05 ADAPTABLE RECYCLING

Mixed feedstock, production scrap, mixed chemistries	Sorting / pre-treatment, digitalized, robust, safe	Recycling process flexible and efficient	Battery-grade output, high purity, regulatory compliance

Core partner logic

Recycler + process measurement + automation + materials validation

Evidence

recovery efficiency • energy / CO_2 footprint • TEA / LCA • battery-grade purity

D2-06 COMPETITIVE CELL PRODUCTION

Modular line Li-ion + Na-ion	Electrode and assembly mixing • coating • dry room	Formation • faster • lower energy use	Inline quality • process data • digital twins • real-time process correction

Core partner logic

Cell producer + production equipment + process control / data + pilot line

Evidence

CAPEX • OPEX • energy • throughput • quality • flexibility between chemistries

BATT4EU is a co-programmed partnership between the European Commission and BEPA, its Strategic Research and Innovation Agenda helps shape battery R&I priorities and topics

BATT4EU strategic lens: industrial uptake • autonomy and circularity • affordability • flexible production • safe and sustainable by design • pilot lines and skills

Anchor calls II: next-generation concepts and long-duration storage

Real use cases for new cell-level concepts and complete storage systems

D2-07 NEXT-GENERATION BATTERY CONCEPTS

Application areas

- **A** **Low-cost chemistries** — mobility / stationary
- **B** **High-performance concepts** — demanding mobility
- **C** **Durable cell concepts** — grid / energy-intensive industry

manufacturability • scale-up • market relevance • cycle life • recyclability • safety • thermal management • diagnostics

RIA • TRL 4-5 • two-stage • blind first-stage evaluation

D2-08 LONG-DURATION BATTERY STORAGE

System-level demonstration

- >8 hours of storage; technology or architecture not yet on the market
- Grid-scale, behind-the-meter industrial use or renewable firming
- Hybridisation potential and reliable European material supply
- SOC / SOH / lifetime prediction; BMS-EMS interoperability
- TEA based on measured performance, system safety and a credible path to production at scale
- Multi-service operation

IA • TRL 6-7 • real operational data • industrial or grid user required

Sources: official D2-07 and D2-08 topic descriptions, Cluster 5 WP 2026–27.

Beyond the four CL5 anchors: other routes that may fit better

Project logic, TRL, user domain and consortium model → funding route

LIFECYCLE DATA AND CIRCULARITY

D5-03 • battery passport • diagnostics • traceability • reuse • real operational data

FIRE SAFETY

D5-06 • detection • monitoring • testing • closed environments

AI AND DIGITAL ENERGY

D3-24 • large-scale validation • interoperability • energy system AI

REMANUFACTURING

CL4 MAT-PROD-03 • disassembly • condition assessment • automation

INDUSTRIAL ELECTRIFICATION

Cluster 4 / Clean Industrial Deal • system integration • industrial demo

EUROSTARS, EIT RAWMATERIALS

SME-led international R&D • smaller consortium • focused product development

A narrower, faster or SME-led project may create more value than forcing the idea into a large Cluster 5 consortium with a longer delivery horizon

R&I funding is not always the final financing step: industrial scale-up may continue through the Innovation Fund, EIC, IPCEI, national instruments or private investment.

Selected adjacent routes from the funding matrix and the Cluster 5 2027 work programme.

Illustrative concept: electric work machine + site energy system

A regional challenge can become an EU concept when the system boundary, pilot and partner roles are explicit

CHALLENGE	INNOVATION	PILOT	VALUE
• Charging and grid constraints • limit productivity • Harsh duty cycles accelerate battery ageing	• Predictive energy • Thermal • management • Site-level charging • Storage optimization	• Mine, terminal or industrial site • Real duty cycles • Limited grid capacity • Operational data • Accelerated physical + virtual validation	• Higher uptime • Lower peaks • Longer battery life • Lower cost and emissions • Safer operation

CONSORTIUM ROLES

- Machine OEM
- Battery and powertrain
- Charging and storage
- Software, data, AI
- Research and validation
- Site operator

POSSIBLE FUNDING ROUTES DEPEND ON THE DOMINANT NOVELTY

Cluster 5 energy or mobility topics • Eureka Eurostars • national co-innovation

Direct BATT4EU strategic fit: electrification demonstrations for non-road mobile machinery in mines, construction sites, ports and industrial environments

Your task this afternoon and towards the 2nd workshop

Turn one real challenge into the first outline of a project concept

1

CHALLENGE

Challenge or opportunity to be addressed?

2

CONTRIBUTION

What can your organization bring: technology, data, piloting site, use case or expertise?

3

USER / PILOT

Where can value and technical performance be demonstrated?

4

PARTNER GAP

What type of partners or which capabilities are missing?

5

MEASURABLE OUTCOME

What should be demonstrably better at project end?

Prepare for a 90-second project idea pitch

BUSINESS TAMPERE

SIX Power | Facilitated by Pugnax Oy

Upcoming events





Appendix: selected call facts

For reference during later concept development

CALL	THEME	TYPE	FUND	TARGET	DEADLINE
D2-05	**Adaptable recycling**	IA	~€9.4M	TRL 6-7	31 Mar 2027
D2-06	**Cell production**	IA	~€18.9M	TRL 6-7	31 Mar 2027
D2-07	**Next-gen concepts**	RIA • 2-stage	~€4.8M	TRL 4-5	14 Apr / 7 Oct 2027
D2-08	**Long-duration storage**	IA	~€9.4M	TRL 6-7	15 Sep 2027
D5-03	**Data-driven circularity**	IA	~€5–7M	TRL 6-7	14 Apr 2027
D5-06	**EV fire safety**	IA	~€8M	TRL 6	14 Apr 2027

Final call conditions, topic fit and funding rules must be verified