This project is co-financed by the European Union and the Republic of Turkey

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir

TURKEYin
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Turkey in Horizon 2020 II

EIC Accelerator
FULL Application Process

Project Writing Training 12

December 14, 2021

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Horizon Europe

EIC (European Innovation Council)

EIC Accelerator

Sole SMEs

High-risk High-growth Market-creating Breakthrough Innovation Any sector/topic

Short Proposal → Full Proposal → Jury Interview

EIC Accelerator
Guide for Applicants
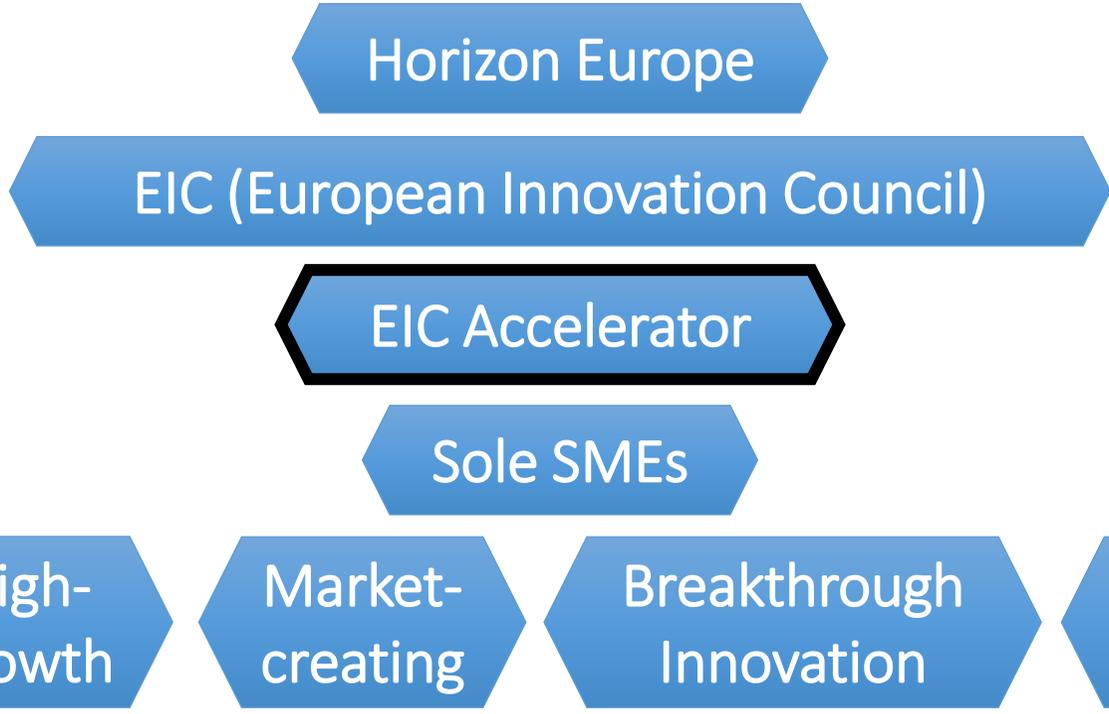
Guide for Applicants

EIC Work Programme 2021

European Innovation Council

EIC Work Program

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

2

TÜBİTAK
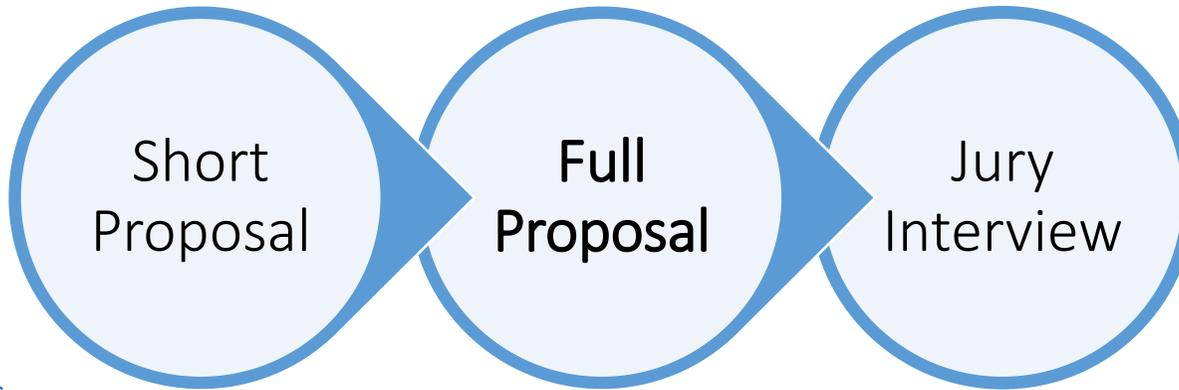
How the Accelerator Works

Approval valid for 1 year

Submit any time
Results in 2-4 weeks

Short Proposal

awaiting EIC WP 2022

cut-off dates
12/01, 06/04
15/06, 05/10
Results in 4-5 weeks

Full Proposal

by invitation
Results in 2-3 weeks

Jury Interview

within 1 month of grant award

Grant Agreement

after 6-8 months of due diligence

Investment Agreement (where applicable)

Pre-financing

| Late Feb | Apr 6 | Mid Jun | Early Aug | Feb 2023 |

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

'Deep tech' in 1 minute

deep tech ✚ patient capital

- ✓ cutting-edge scientific advances
- ✓ constant need to interact with new ideas and discoveries
- ✓ longer R&D and slower Return-on-Investment

- ≠ High tech = R&D intensity

# Deep Tech combines engineering/scientific risk with product market risk.

R&D risk
(risk of R&D not succeeding)

Biotech

Deep tech:
Higher R&D risk,
product-market risk

Startup copying other successful startup
(Cazoo, Zalando) *

Innovating startup

Product-market risk
(risk of not finding fit)
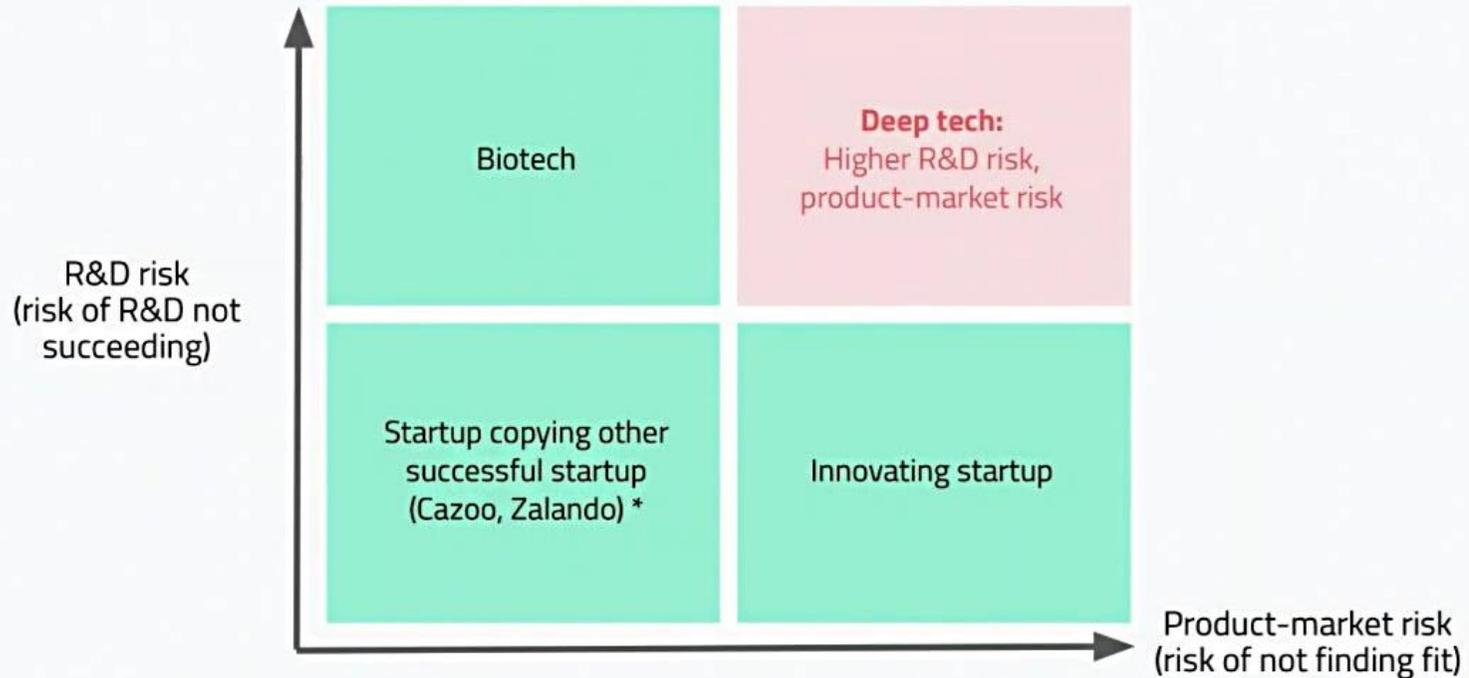
*Cazoo is a perfect example of a startup with all major risks mitigated: serial founder, proven business model and technology (of course many risks remain).

Thanks to Dealroom.co presentation #EICSummit21

Deep Tech startups scale differently.

Regular startup

Exploit new but proven technologies
Validate product-market fit as early as possible
R&D and patent ownership is rare

Value

Searching for product-market fit

Over 70% don't graduate from seed to series A

Seed   Early   Late
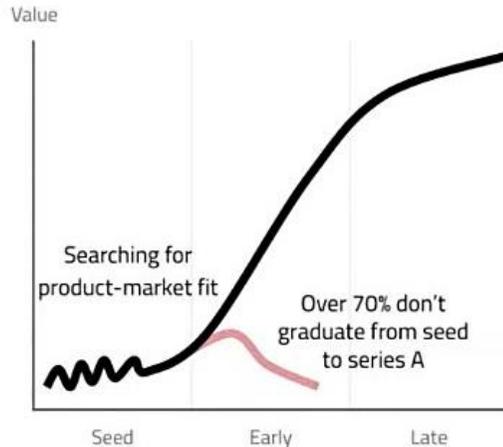
Deep tech startup

Starts with extended R&D phase
Higher share of technical staff
Often involves hardware and/or IP

Value

Extended R&D phase →

R&D   Go-to-market   Growth
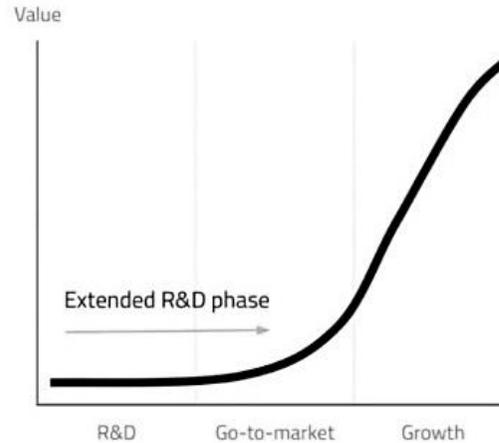
Biotech startup

Long and costly testing phases
Discovery phase becoming shorter *
Less market risk **

Value

Regulatory approval

Testing phases

Discovery phase

R&D   Investment   Acquisition / JV

Thanks to Dealroom.co presentation #EICSummit21

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

TÜBİTAK
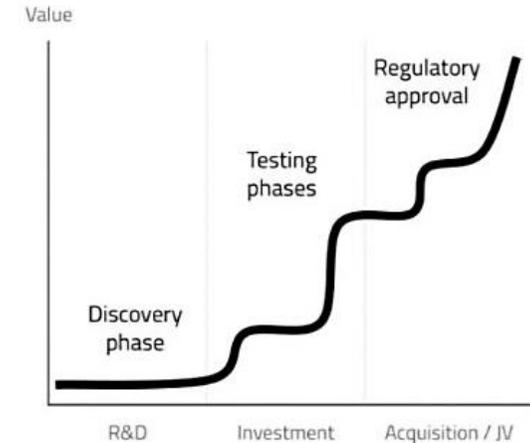
Many of Europe's top Deep Tech companies have their roots in academia and drew early support from government grants.

Company	Category	University	Grants	VC funding
BIONTECH	Biotech	Mainz	European H2020 programs	€1.3b
onfido	Identity verification	Oxford	Eurostars SME Programme, Tech Nation	€192m
Aledia	Light-emitting diodes	CEA	European Innovation Council (EIC)	€171m
ICEYE	Satellites	Aalto	European Commission, Eurostars SME Programme	€123m
climeworks	Carbon sequestration	ETH Zurich	Eurostars SME Programme	€114m
XMOS	Edge AI chips	Bristol	EIC	€102m
Exscientia	AI-based drug discovery	Dundee	Bill & Melinda Gates Foundation	€96m
IQM	Quantum computing	Aalto	EIC	€68m
MAGAZINO	Intralogistics robots	TUM	EXIST	€41m
KALRAY	Intelligent microprocessors	CEA	Eurostars SME Programme	€34m
oxbotica	Autonomous vehicle software	Oxford	Innovate UK	€70m
wingtra	Professional drones	ETH Zurich	EIC	€27mp
ULTROMICS	AI-based diagnostics	Oxford	Government of the UK, NIHR	€24m
paragraf	Graphene-based electronics	Cambridge	ERDF	€23m
Recycling Technologies	Plastic recycling	Warwick	EIC, UKRI	€20m
river Lane	Quantum computing	Cambridge	Government of the UK	€4m
vaccitech	Biotech (Oxford's Covid vaccine)	Oxford	UKRI	€43m
ONI	Super resolution microscopes	Oxford	n/a	€27m
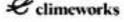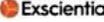
Thanks to Dealroom.co presentation #EICSummit21

It takes (a bit) more time and capital to build a Deep Tech startup.

Time between rounds and amounts raised

■ Deep tech   ■ Tech startups   ■ Biotech

Round 2 means the round after seed round (considered first)

For tech startups, the first follow-on round over €4m happens 1.5 years after seed round but 2 years for Deep Tech startups.

Round size in €M (median)

Years since Seed round (median)

Thanks to Dealroom.co presentation #EICSummit21

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

8
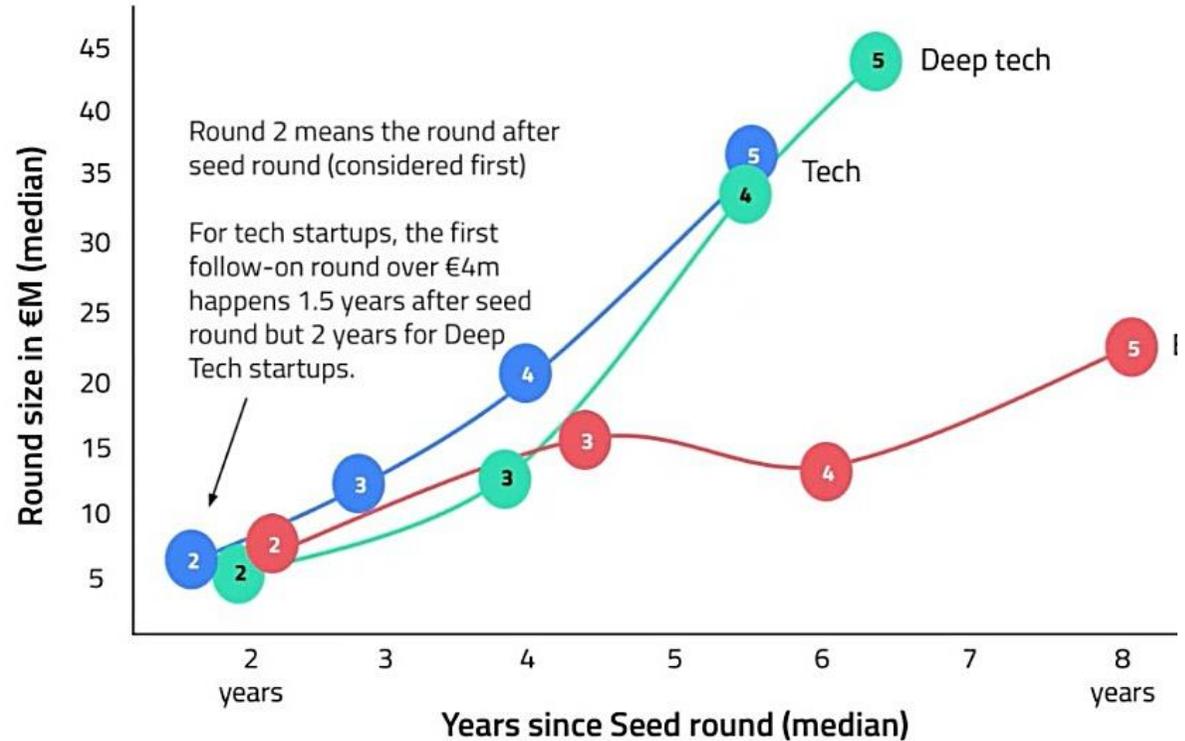
But even Deep Tech startups are scaling faster than before.

Average time from founding to unicorn globally for deeptech

Time for unicorn for deep tech startups

LAUNCH YEAR
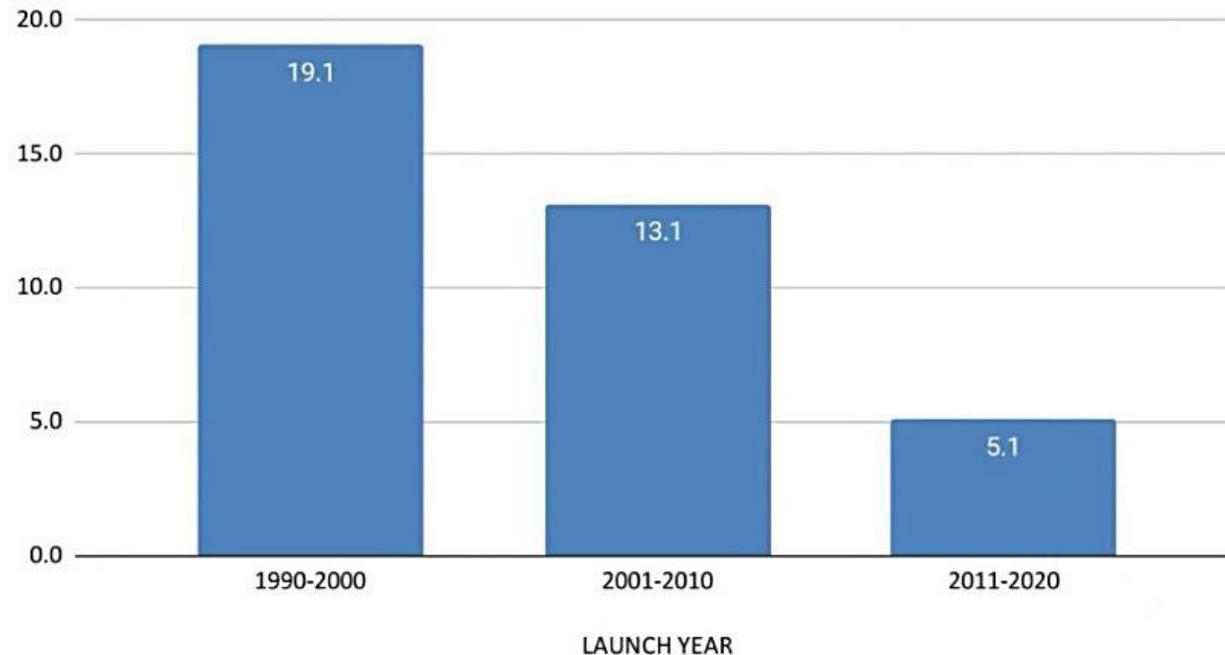
Thanks to Dealroom.co presentation #EICSummit21

Full Proposal Development

- Optional **3-day EIC business coaching**

- Address earlier **evaluator comments**

- **Fundraising effort** is key to EIC support

- Design your project for **full market deployment**

- **Most things** can be **revised** from short application

Business Model Canvas

Key Partners
Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS:
Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities

Key Activities
What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES:
Production, Problem Solving, Platform/Network

Key Resources
What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships
Revenue Streams?

TYPES OF RESOURCES:
Physical, Intellectual (brand patents, copyrights, data), Human, Financial

Value Propositions
What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?

CHARACTERISTICS:
Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability

Customer Relationships
What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?

Channels
Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?

Customer Segments
For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform

Cost Structure
What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?

IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).

SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope

Revenue Streams
For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising
FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent
DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Full Proposal Content

SOLUTION

FROM IDEA → IDEATION → DEVELOPMENT → GO2MARKET → TO MARKET

Short Application
+ Pitch Deck + Video
+ 4 Evaluation Results

Business Plan (created online)
Pitch Deck
Freedom-to-Operate Analysis
Data Management Plan
Financial Information

optional →

Letters of Intent
Annex = 10 pages max.

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Proposal & Evaluation Context

Which EIC topic do you want to apply for?

EIC Accelerator Open

EIC Accelerator Challenges 2021 - Strategic Digital and Health Technologies

EIC Accelerator Challenges 2021 - Green Deal innovations for the Economic Recovery

What kind of funding are you looking for?

Blended finance

Grant first

Grant only
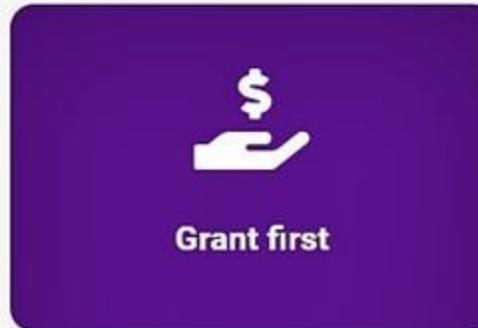
Open and Challenge-Driven Calls

Open
Innovations in any field of technology / application

Strategic Digital and Health Technologies
High-performance / Edge computing, Quantum Tech, Cybersecurity, AI, Blockchain, Cloud, IoT

Early / Point-of-care diagnostics, Cell / gene therapy, E-health, Biomarkers, Bioprocessing 4.0, Healthcare intelligence

Green Deal Innovations for Economic Recovery
Climate mitigation, clean energy, circular economy, eco-friendly food system, renovation of buildings, sustainable mobility, preserving / restoring biodiversity, zero-pollution

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

TÜBİTAK

Cost Eligibility | TRLs

TRL 5-8 'Innovation' activities

Prototyping, Piloting, Validating, Demonstrating, and TRL 9 Planning

TRL 9 'Market Deployment' activities

Commercialization, sales, scale-up, manufacturing, and distribution

Main Eligible Costs: Personnel, travel, equipment, products, services, indirect costs (25% of above)

Main Ineligible Costs: Currency exchange losses, interest, deductible VAT, excessive expenditure,…

Funding Types

Grant first

Innovations that need **further validations** before full market deployment

30% **co-financing** and subsequent **equity** support optional

Key Milestone achievement is a must

Go2Market **loose**

Planning for TRL 9

Grant-only

Innovations with **secured funding** for TRL 9 onwards

Demonstration of the capacity for 30% co-financing and funding of TRL 9 onwards

Clear differentiation of TRL 5-8 and TRL 9 activities

Blended finance

Full blended

grant + equity for development and TRL 9

Equity-only

for TRL 9 onwards scaleup

Funding type choices - June 2021 cut-off

65 beneficiaries

Grant first
24

Full blended
31

Grant-only
5

Equity-only
5
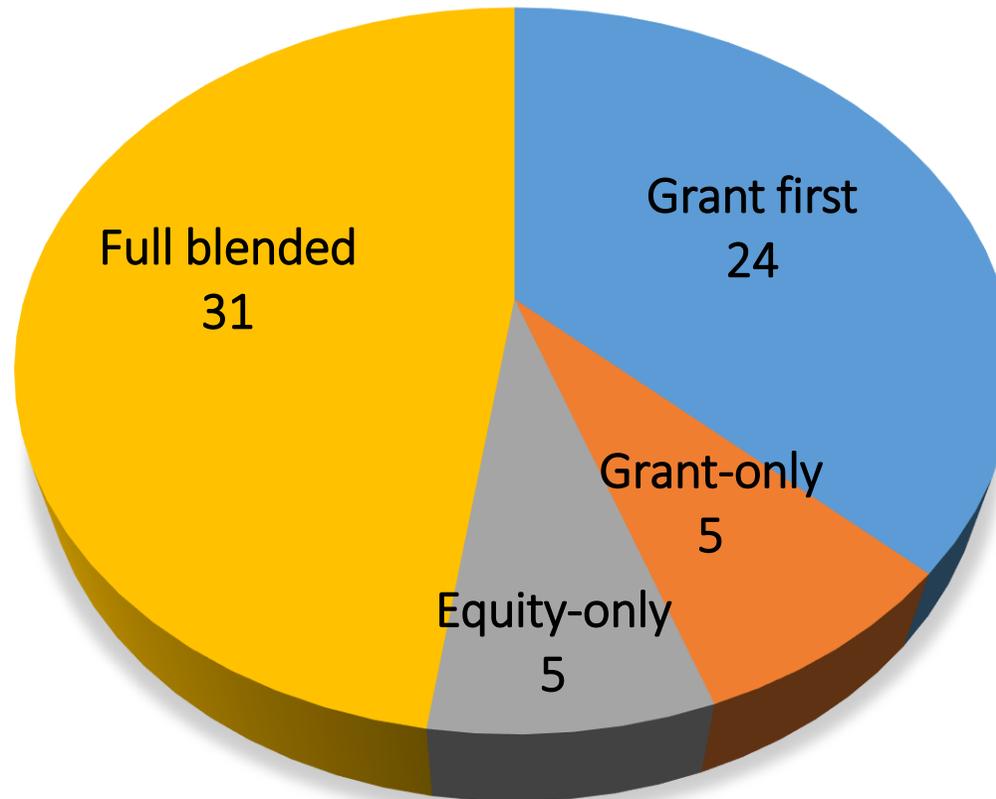
Business Plan

Ideation
From initial idea → To stakeholder's needs
- Market opportunities
- Risks
- Innovation

Development
From expectations → To deliverables
- Development stages
- Winning team

Go2Market

Know
- Market scoping
- Willingness to pay
- Competitors and Threats
- SWOT Analysis

Prepare
- Readiness
- Corporate Strategy
- Business Model
- Finance
- Intellectual property

Enter
- Strategy to Enter
- Barriers To Entry
- Legal and regulatory compliance

Scale
- Scaling strategy
- Future developments

Impact
- Effect of the solution
- Impact on the Market
- Societal impacts
- Future legal and regulatory compliance

Ideation

1.1. What are your Market opportunity?

1.1.1. What is the market opportunity?

- What is the identified pain point / problem to solve?
- What is it about? What is your solution (product/service/process/method/service/...)?
- What are the use cases / functions of your solution?
- What are the features of your solution?
- What is/are the final deliverable(s)?
- What is your value proposition?

1.1.2. What is the market's state-of-the-art?

- What are the other existing solutions and what are their limits?
- Why now?

1.2. What are the risks of failure?

1.3. What is your innovation?

1.3.1. What is unique in your approach, compared to those of other companies?

- What is your Unique Selling Point (USP)?
- What is your unique positioning/place on the market?

Development

2.1. What are the past and future development stages?

2.1.1. What is the current development stage of your innovation?

- What are your achievements and current Technological and Marketing stages?
- What is your current TRL (Technology Readiness Level)?
- What is the current technological state-of-the-art?

2.1.2. What are the further stages and activities needed to commercialize your innovation?

- What are the Future technological and Marketing/commercial development needed to develop further your solution? **Per Workpackage**:
    - Tasks per TRL. Where you intend to run a clinical trial, you will be asked to upload an explanatory document using this template.
    - Budgeted costs for TRL 5 to 8 included (covered by an EIC grant component)
    - Budgeted costs for TRL 9 (covered by and EIC investment component or other resources)
    - Main deliverables per tasks
    - Milestone per TRL
- **For Grant First**: what is the TRL you intend to achieve at the end of this first stage of your project?

2.2. What is your winning Team and Partnership?

2.2.1. What about your winning team?

Go2Market

3.1. Know your market

3.1.1.   What is the market in terms of type, size and growth?

- What is your targeted market?
- What is your market size?
- What is the CAGR (Compounded Annual Growth Rate) of your targeted market?
- What is your market annual growth rate?

3.1.2.   Who cares about your innovation: Who are the targeted users and/or customers and their expected satisfaction?

- Who are your customers? Who pays for the solution?
- Who are your potential users, if different from customers? Who has the problem/need and will use your solution?
- What is your market segmentation?
- Is there any other potential Market application? Which one?
- Is there any other Future Market segment? Which one?
- Explain why you think that there is a willingness to pay from your targeted customers
- Why do you think it will be successful? (customer satisfaction, Performance improvement and time)

3.1.3.   What is your value chain?

- Is it a new or an existing value chain?
- Are there new or existing customers/users?

Ideation

Stakeholder's pains

Competitors	Medium	RD organisation / lab	Medium	Large company	High

Stakeholder's gains

Competitors	Medium	RD organisation / lab	Medium	Large company	High

Function/use case

Your solution with regard to customer needs & problems

No technical jargon

Features

Tech components or subsystems enabling function/use case

Highlight innovativeness

Function A	Function B	Function C

Your use case

Function A

Pains and gains adressed by this use case

Pains

High   High   High

Gains

High   High   High

Your features

------------   ------------   ------------   ------------

Feature name

Feature description

Existing technology/knowledge

Needed technology/knowledge

Bottlenecks

Technology/knowledge to be developed

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY AND TECHNOLOGY

TÜBİTAK

Ideation

Existing Solutions and State-of-the-Art

	Pain 1	Pain 2	Pain 3	Gain 1	Gain 2	Gain 3
Existing Solution A	✖	✖	✖	✖	✖	✖
Existing Solution B	✖	✖	✖	X	X	✖
Existing Solution C	✖	✖	✖	✖	✖	✖
Your solution	✔	✔	✔	✔	✔	✔

Comparisons
To which extent existing solutions and yours relieve the pains and satisfy the gains expected by the stakeholders of your value chain.

Ideation

Risk Assessment
Risks are intrinsic in innovation projects
The EIC welcomes high-risk proposals

Development

The timeline of your project (Gantt Chart)
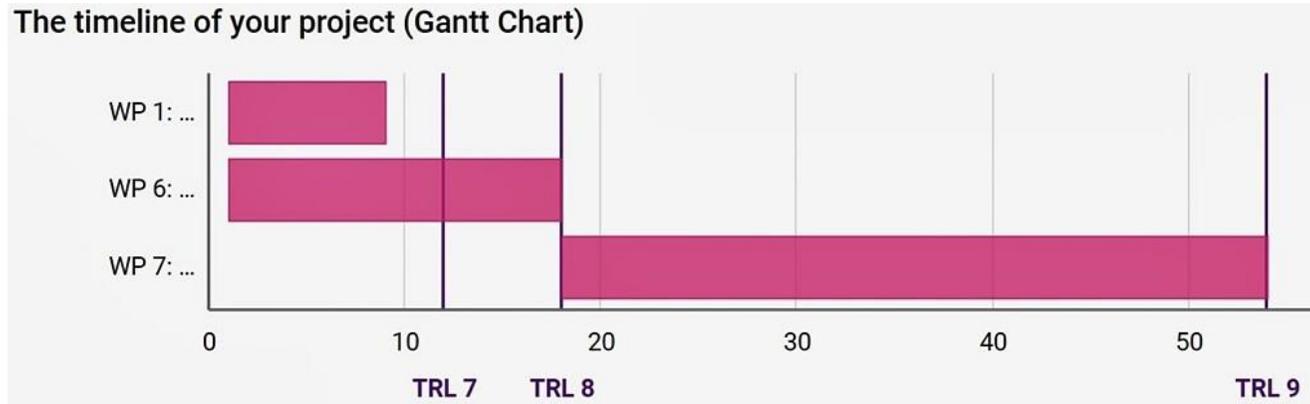
Work Plan presents the logical sequence of Work Packages

Work Packages categorize/organize operations under Tasks

Tasks are activities dedicated to produce specific Deliverables

Deliverables are Task results, i.e., reports, studies, tests

Milestones are checkpoints at a specific point in a Task, i.e., TRL 7, TRL 8, and TRL 9 (mandatory)

Work Packages

Milestones and Deliverables are not necessarily linked. Though important, Deliverables can help to decide the placing of Milestones.

Each feature should be assigned to a Work Package for consistency

Innovation Activities (TRL < 9)

At least 3 Work Packages in total, for
-Technology development,
-Market activities, and
-Management of innovation activities

Market/Scale-up activities

At least 2 Work Packages, for
-Market activities and
-Management of TRL 9 activities

Innovation activities (TRL < 9)

WP 1: _ _ _ _ _ _ _ _ _   WP 5: _ _ _ _ _ _ _ _   WP 6: _ _ _ _ _ _ _ _   WP 4: _ _ _ _ _ _ _ _

WP 1: _ _ _ _ _ _ _ _ _ _ _ _ _

Type of the workpackage	Start Month	End Month	Number of tasks	Total costs
Development/Tech ⌄	_ _ _	_ _ _ _	4	_ _ _ _ _ _ _ €

Objectives of the workpackage

Tasks

1.1 _ _ _ _ _ _ _ _ _ _ _	1.2 _ _ _ _ _ _ _ _ _ _ _ _ _
1.3 _ _ _ _ _ _ _ _ _ _ _	1.4 _ _ _ _ _ _ _ _ _ _ _ _ _

1.1 _ _ _ _ _ _ _ _ _ _ _ _

Description

Targeted TRL *

TRL _ _ ⌄

Effect

Target

subsystem ⌄

Deliverables

_ _ _ _ _ _ _ _ _ _ _ _ _ _ _

Dissemination Level *	Nature *	Delivery month *
CO = Confidential, restricted under conditions ⌄	Final ⌄	_ _ _

Type *

R: Document, report (excluding the periodic a ⌄

Costs

Total: _ _ _ € - 2 type(s) of cost

Cost 1	Cost 2

Type of cost *	Amount (€) *
B. Subcontracting costs ⌄	_ _ _ _ _ _ _ _ _

Description *

27

TURKEY in HORIZON 2020
COOPERATION, INNOVATION, COMPETITIVENESS

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

TÜBİTAK

Development

Missing competencies

At proposal submission stage, it is usual to lack some skills and talent needed for the later stages of the project.

A recruitment plan is needed to ensure an uninterrupted implementation.

Your team

First name

Last name

Position

Technology Development Expert

Domains of expertise

Is this team member a shareholder? If not, type 0%, if yes, define how many share(s) he/she owns: %

Workpackages on which this person will work on :

☑ **WP 1**   ☐ WP 5:

Go2Market
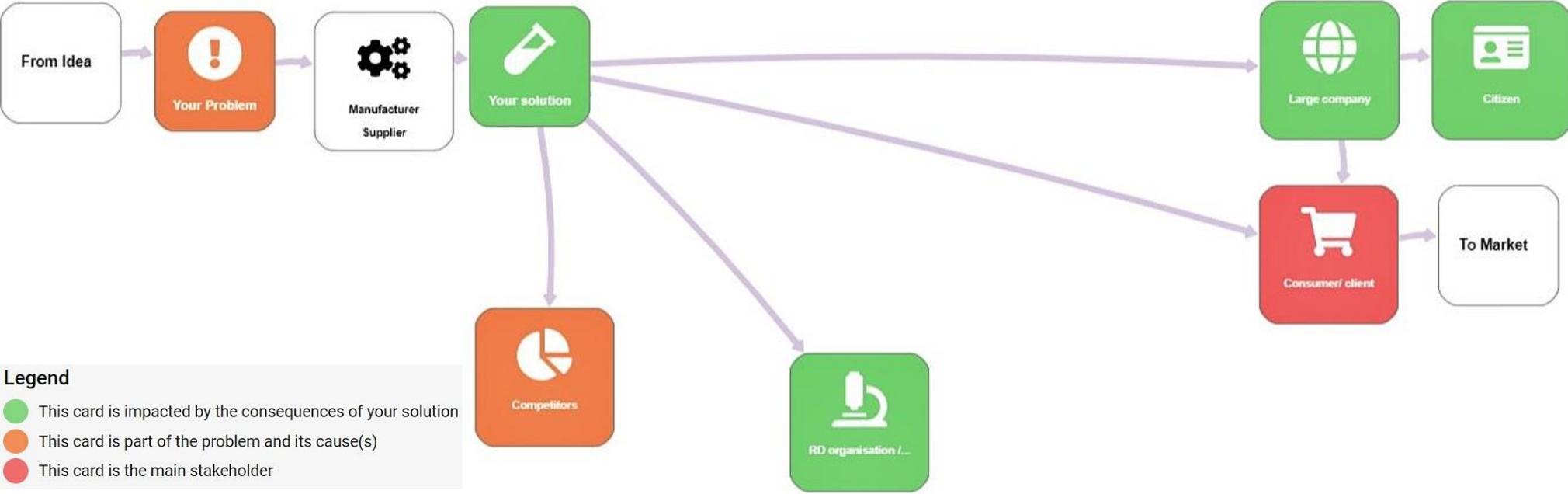
Legend
- 🟢 This card is impacted by the consequences of your solution
- 🟠 This card is part of the problem and its cause(s)
- 🔴 This card is the main stakeholder

Value Chain
a set of interdependent economic activities creating added value around a product or service

the visual representation of all the actors that are external to your organization, and which are either affected by the problem or benefiting from your solution

Business model

Key Activities

Value proposition ❓

Customer relationship

Resources

Channels

Costs

Revenues

Go2Market

Choose a competitor in order to see the details

Competitor A   **Competitor B**   **Competitor C**   **Competitor D**

Do this competitor have the same solution as you? *   [Yes]
Comment *

Do this competitor have the same customers as you? *   [Yes]
Comment *

Can you point out how you are better or different (for example: price, product size, market experience, innovation and new product, value, branding, etc.)? *

Go2Market

SWOT Analysis

What are your opportunities?

What are your threats?

Your action plan?

What are your strengths?

What are your weaknesses?

	Opportunities	Threats
Strengths		
Weaknesses		

Action Plan?
How all these findings will be transformed into a coherent business strategy

TURKEYin HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Go2Market

Scaling

Your **ability** (organizational capacity) to scale up?

How the EIC funding will **impact** your scalability?

Scalability of your business (innovation project)?
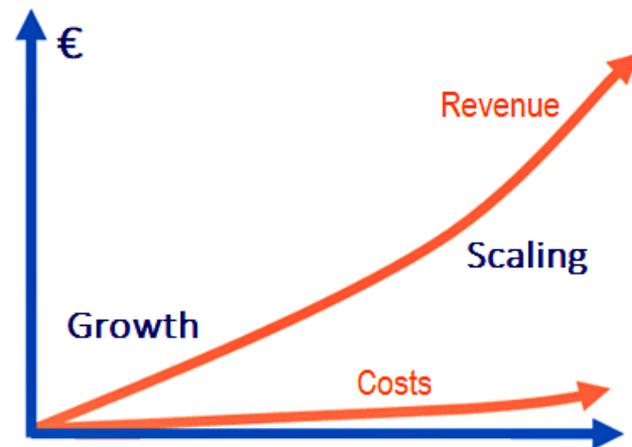
Scalability
a company's ability to grow without being hampered by its structure or available resources when faced with increased production

Beyond reaching TRL 9
EIC funding should help structure your business model to reduce your fixed costs and increase your margin for stronger growth

Scalable company
one that can maintain or improve profit margins while sales volume increases

Mandatory Uploads

- **Pitch Deck** used in Jury Interview
- No slide limit (but 10-minute limit), to visualize proposal
- 2-4 slides for business model, target market, and growth
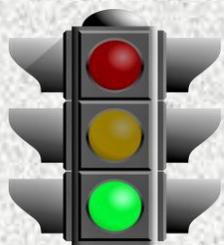
- Describe IP (Intellectual Property) arrangements
- Outline barriers and restrictions related to IP Rights
- Conclude that there is **Freedom-to-Operate**

- **Data Management Plan** will outline a methodology
- What data will be collected and/or generated
- How the data will be processed, shared, and preserved

- Downloadable Excel Template
- **Financial information** for first 3 years
- No pre-determined financial ratios or projections to meet

Optional Uploads

- **Letters of Intent**/Support, Reference Letters, E-mails,… from Investors, Partners, Pilot Customers, Stakeholders,…
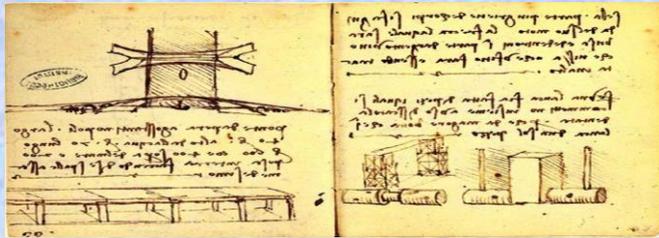
- Max. 10-page **Annex**
- No need to repeat information
- Can share images, graphs, tables…

Full Proposal Evaluation

Evaluation form

- **3** main criteria, **3** evaluators
- No scores, no ranking; only Go and No Go
- **9** x Go will pass to Jury Interview
- Evaluation Reports accessible in **5** weeks.
- Jury Interviews after **9** weeks

- Proposals not evaluated comparatively but **on their own merits**
- 1 No Go ➡ failure.

Evaluation Criteria - Excellence

Breakthrough and market creating nature: Degree of novelty? Potential to create or significantly disrupt markets?

Timing: Is the timing right in terms of industrial, customer, social, scientific, or technological developments?

Technological feasibility: Is TRL at least 5/6? Potentials and risks?

Intellectual Property: Is IP protected? Freedom-to-operate?

Evaluation Criteria - Impact

Scale-up potential: Potential to develop new markets? Growth of the company? Associated financial needs?

Broader impact: Broader societal, economic, environmental or climate impacts?

Market fit and competitor analysis: Market conditions and growth rates? Competitive analysis? Identification of potential customers? Unique selling points and key differentiation from competitors?

Commercialization strategy: Strategy for commercialization? Regulatory approvals/compliance needed? Time to market? Business and revenue model?

Key partners: Roles, competences, commitment, and incentivization of key partners?

*For Challenge call applications: Quantified significance and impact

Evaluation Criteria - Level of risk, implementation, and need for union support

Team: Capability and motivation to implement the proposal? A plan to acquire missing critical competencies?

Milestones: Implementation plan with milestones, work packages, deliverables, resources, and timing?

Risk level of the investment: Market actors are unwilling to commit the full amount alone due to the nature and level of risks but willing to invest, either alongside the EIC or at a later stage?

Risk mitigation: Main risks and mitigation measures?

Full Proposal Resubmission

No redress procedure 😩

First time rejection…

- **Counter-argument** in resubmission
- Improved proposal can be submitted to one of next **2 Full Application** cut-offs.

Second time rejection…

- No resubmission allowed for **12** months.
- Then, a new or significantly improved proposal can be submitted as **Short Application** again.

Jury Interview

- 4-6 Jury members, informed on short + full applications and their evaluations

- 10-min. Pitch Deck **presentation** and 35-min. open-ended **Q&A**

- Main focus on **team**, **need for EIC support**, **scale-up**, and **differentiation of grant-** and **equity-supported** activities.

- Results in 2-3 weeks.

- If Go, sign a **Grant Agreement** and/or start due diligence with the EIC Fund for **Investment Agreement**

Jury Interview Resubmission

First time rejection with **a second chance**

- Submission of the improved proposal to **1** of the next **2** jury interviews

First time rejection…

- Improved proposal can be submitted to **1** of the next **2** **full application cut-offs**
- Also, awarded **Seal of Excellence** if given Go on Impact and Excellence criteria

Second time rejection…

- No resubmission allowed for **12** months
- Then, a new or improved proposal can be submitted as **short application**

Final Remarks

- Full application forms are demanding. Start drafting your proposal **as soon as possible**.

- Ask for a second opinion and pre-evaluation.

- EIC Accelerator requirements may change without prior notice - Keep **up-to-date**! Submit proposal as **close to cut-off date** as possible.

- If you receive 1 No Go, you fail. So, consider the **diversity of evaluators** when drafting your proposal.

- If you have any questions **give us a call.**

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE
SECTORS
PROGRAMME

TÜBİTAK

Further References

EIC Accelerator Call

EIC AI Platform

EIC Work Program 2021

EIC Accelerator web site

Accelerator FAQ

Guide for Applicants

European Green Deal

UN Sustainable Development Goals

TUBITAK Horizon 2020

Turkey in Horizon 2020 event recordings
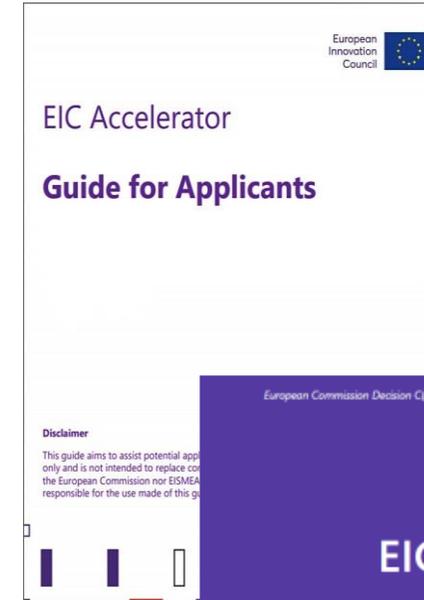
Good Luck!

Any questions?

Contact:

Office Address
Turkey in Horizon 2020 Project
And Sokak 8/12 Akasya Apt. 06680 Çankaya/Ankara
06520 Çankaya/Ankara,Turkey
Tel: +90 312 467 61 40
https://ufukavrupa.org.tr/en/th2020II

info@TurkeyinH2020.eu

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

TÜBİTAK