



EIT RawMaterials Lab2Market Call 2023-2024

Terms & Conditions

November 2023

DISCLAIMER

These guidelines might be subject to further development and modifications, depending on instructions that will be provided to EIT RawMaterials in the coming months. Applicants are encouraged to regularly check the call pages of the EIT RawMaterials website for the latest version of the guidelines.



Introduction to Lab2Market Programme

This call is to apply for the EIT RawMaterials Lab2Market Programme 2023, Cohort 2.

The EIT RawMaterials Lab2Market is open for students and teams offering solutions to the exploration, mining, mineral processing, metal & mineral, and recycling industries and value chains. The EIT RawMaterials Lab2Market Programme is designed for and open to:

- 1) EIT Labelled students, enrolled or recent graduates from the EIT-Labelled Master's programmes
- 2) Raw Materials PhD students, active currently in universities in Europe; and
- 3) Teams comprised a minimum of one member coming from the aforementioned student categories

EIT RawMaterials unites more than 140 core and associate partners and 150+ project partners from leading industry, universities, and research institutions from over 20 EU countries. The EIT RawMaterials partner network is working to accelerate the pace of innovation in the aforementioned raw materials sectors and to enhance the development of relevant competencies. The EIT RawMaterials partner network is keen to adopt relevant innovations from start-ups and SMEs. It provides a collaborative environment for disruptive and breakthrough innovations by connecting partners from business with academia, research, and investment. It also invests in future generations of innovators for the raw materials sector through initiatives ranging from the education of school students to higher qualifications for industry professionals.

EIT RawMaterials Lab2Market Programme is unique because it invests in the future generation of innovators for the raw materials sector by working closely with students and/or teams from EIT-Labelled Master's programmes and raw materials relevant PhD students, providing a holistic support service to guide and steer their innovations into the creation and launch of start-up companies.

The Lab2Market Programme aims to coach and mentor the Labelled Master's students and PhD students to generate new start-ups and new sustainable solutions through the outcomes of research, knowledge and experience and eventually contribute to commercial business, job creation and accelerating new technologies that will generate impact in EIT RawMaterials value chain and contribute to the EIT RawMaterials Strategic Agenda and network scope.

There will be one Cohort in 2024 to join the EIT RawMaterials Lab2Market Programme, invited to submit an application for Phase 1 by the application deadline of **31 January 2024, 17:00 CET**, while applicants for Phase 2 are invited to submit applications by **19 April 2024, 17:00 CET**. For more information about the EIT RawMaterials Lab2Market Programme and EIT RawMaterials, as well as the terms and conditions of participation, please read the enclosed call text in full. Submit your application to the Lab2Market Programme using the following links:

Phase 1: <https://eitrawmaterials.mantisbi.io/call/64f1c1a3b79f3/>

Phase 2: <https://eitrawmaterials.mantisbi.io/call/64f1c39028395/>



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1. EIT RawMaterials Education & Business Creation & Support

Minerals, metals, and advanced materials are key enablers in achieving the objectives of the European Green Deal. Today, only a fraction of the most relevant raw materials are produced in Europe. This can be changed through a circular economy approach, through innovation in recycling, substitution, processing, mining, and exploration. It is the objective of EIT RawMaterials to secure a sustainable raw materials supply by driving innovation, education, and entrepreneurship across European industrial ecosystems.

EIT RawMaterials provides a collaborative environment for disruptive and breakthrough innovations by connecting more than 140 core and associate partners and 150+ project partners from business with academia, research, and investment. It also invests in future generations of innovators for the raw materials sector through initiatives ranging from the education of school students to higher qualifications for industry professionals.

The company is committed to supporting Europe's transition towards a circular, green, and digital economy whilst strengthening its global competitiveness and securing employment. On this foundation, EIT RawMaterials has been mandated by the European Commission to lead and manage the European Raw Materials Alliance (ERMA).

EIT RawMaterials is an Innovation Community within the European Institute of Innovation and Technology (EIT).

EIT RawMaterials aims to significantly enhance innovation in the raw materials sector by sharing knowledge, information, and expertise: entrepreneurs, start-ups and SMEs receive funding and support through its partner network and collaboration activities. EIT RawMaterials aims to significantly impact European industrial competitiveness and innovation capacity and empower students, entrepreneurs, and education partners to drive Europe towards a circular economy. This will result in the introduction of innovative and sustainable products, processes, and services, as well as talented people who will deliver increased economic, environmental and socially sustainable impact on European society.

The EIT RawMaterials Lab2Market Programme is one of EIT RawMaterials' bridging education and business creation areas instruments dedicated to supporting EIT-Labelled and PhD students in their entrepreneurship journey and creation of new start-ups.

To increase and advance the support provided to future generations of idea holders in the raw materials sector, EIT RawMaterials has launched the Lab2Market Programme. The aim of the Lab2Market Programme is to generate new start-ups and new sustainable solutions through the outcomes of research, knowledge, and experience of EIT- Labelled Master's Programme students and Alumni and the European PhD student community in the RawMaterials sector.



In addition to customised support and funding, the selected applicants will also gain access to the EIT RawMaterials partner network, participate in our matchmaking & networking events and gain visibility through EIT RawMaterials channels. In the long-term, created start-ups will become part of the EIT RawMaterials portfolio with prospects to benefit from the main start-up programmes of EIT RawMaterials, Booster and Accelerator.



2. RawMaterials Lab2Market Programme

The RawMaterials Lab2Market Programme is a Business Creation training programme consisting of three phases: Ideation, Start-up Development, and Incubation. Each phase has specific objectives, deliverables, and key performance indicators (KPIs) aiming to support participants with generating innovative ideas, transforming them into sustainable products and commencing with business and product development.

There are stage gate evaluations between each of the phases, at which participants are evaluated in certain criteria and those selected progress on to the next phase. Each phase has specific objectives, deliverables, and KPIs as well as a specific process and timeline. Based on the participant’s deliverables at each phase, the support provided follows a clear process, which consists of group work, individual mentoring, pitching, networking events and prospect funding through prizes and direct grants on a pan-European level.

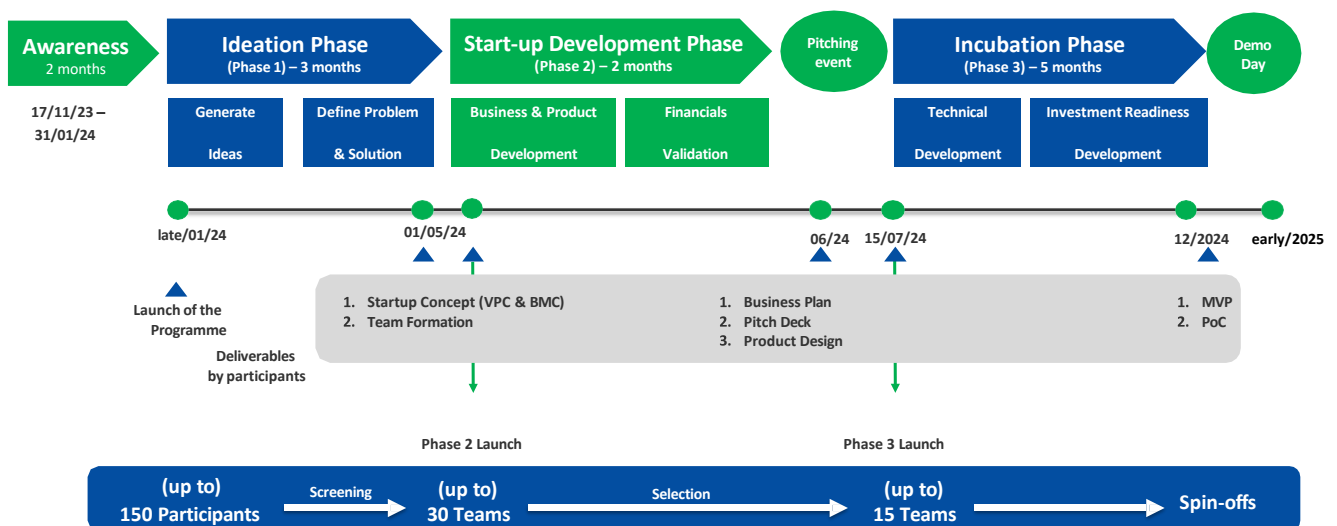


Figure 1 EIT RawMaterials Lab2Market Programme

Once the programme is launched, eligible candidates are invited to apply and express their interest in joining. Up to 150 participants (either individuals or teams) will be selected to join the Ideation Phase and follow the programme curriculum to generate ideas and create a start-up concept. By the end of the “Ideation” Phase 1, participants will form teams with a dedicated start-up concept. Teams graduating from Phase 1 can be funnelled into the “Start-up Development” Phase 2 by applying their start-up concept, while new eligible teams will be invited to apply their start-up concept in the same application form, with up to 30 teams selected in Phase 2. “Start-up Development” Phase 2 will be concluded with a Final Pitching event through which up to 15 teams will be selected to join the final “Incubation” Phase 3. The up to 15 teams participating in Phase 3 will be eligible to receive funding based on set prerequisites and performance criteria.



2.1. Phase 1: Ideation

Phase 1 is about business idea generation on real industrial raw materials challenges and the development for individuals or teams from the EIT Labelled Master's Programmes and/or PhD Students from European universities. Up to 150 participants will be selected from the call to enter Phase 1 based on the information provided on their application form. Criteria for the selection process are the participants' engagement in the programme, the existence of an innovation idea and their intention to convert their research results and/or business idea into the incorporation of a start-up.

Objectives for Phase 1:

- Educate participants on the principles of start-ups and introduce them to significant tools and methodologies to be used for start-up concepts
- Identify the challenges facing the raw materials sector and generate innovative ideas to secure the sustainable supply of raw materials across the value chain: from exploration, mining and extraction to mineral processing, recycling, and the movement towards a circular economy
- Team formation by matchmaking the participants and the composition of a founding team; identification of roles and the upcoming needs of the team

Phase 1 has a duration of around four months. It comprises a series of Design Thinking Labs for business ideas generation and development, followed by a networking event to form teams. Phase 1 concludes with teams' formation and 1:1 mentoring sessions of these teams with mentors. Teams will work on certain milestones leading to deliverables that will form the basis for evaluation and selection of the teams to progress and then enter Phase 2 of the Lab2Market Programme.

2.2. Phase 2: Start-up Development

Phase 2 is open to both Phase 1 graduates and new eligible teams that can apply directly to Phase 2. The purpose of Phase 2 is to validate the selected teams and their start-up concept by verifying customer needs and business assumptions. Selected teams work on their ideas to create a solid pitch deck as well as upgrade the customer readiness level. Up to 30 teams will enter Phase 2 as per the evaluation and selection process from Phase 1.

Objectives for Phase 2:

- Validate customer needs, market size and go-to-market strategy; identify regulations and other specific criteria for technical and market entrance
- Validate the value proposition and complete the Business Model Canvas
- Create a solid technical concept and product roadmap
- Complete a business plan and a team to support the next phase

The duration of Phase 2 Start-up Development of the Lab2Market Programme is 2 months. It starts with a series of central training sessions and 1:1 mentorship with business and technical experts. There will be two mid-term assessments to review participants' progress. Phase 2 ends with a Final Pitching Competition that will award the best four (4) teams/start-ups with prizes of 2.500€ each.



The final assessment in the Pitching Competition is the Evaluation stage gate process for teams to validate their performance and continue to Phase 3 of the Lab2Market Programme. A pre-condition for the teams to be selected and enter Phase 3 is the intention to incorporate a Start-up within the duration of Phase 3 and no later before the close of the Programme.

2.3. Phase 3: Incubation

Phase 3 is for the graduated teams from Phase 2 based on their performance in Phase 2, their performance in the Pitching Competition and their intention to incorporate a start-up. The main objective of Phase 3 is to convert the selected teams' start-up concepts into incorporated start-ups and incubate them on the actual commercialisation of the business. Up to 15 teams evaluated positively during the Phase 2 final assessment will enter Phase 3. Each will receive funding from 3.000€ up to 17.000€, with the mandatory pre-condition to incorporate a start-up during Phase 3. Depending on their performance during Phase 3, the funding will be determined.

Objectives for Phase 3:

- Incorporate a start-up and be registered as a legal entity at the Chamber of Commerce and the Tax Authorities
- Create a Minimum Viable Product (MVP)
- Build a 5-year financial forecast supporting/financing needs and strategy
- Achieve first sales of products/ services (could also be a pre-sale like a market test)

The structure of Phase 3 is built on individual team/start-up support based on their needs and will include expert workshops, coaching and funding to support market entrance and will run for 5 months.



3. Cohort – 2024

With this call EIT RawMaterials will select a maximum of 150 individuals to enter Phase 1 of the Lab2Market Programme. Depending on stage gate evaluation criteria up to 30 teams will enter Phase 2 and up to 15 teams in Phase 3. Being accepted in Cohort 2 – 2024 secures only the participation of individuals or teams to Phase 1 and not to all Phases. Phase 2 will be open to both Phase 1 teams' graduates and new eligible teams' applications who can apply directly to Phase 2. Phase 3 is open only to those teams graduating from Phase 2 and selected upon described process and criteria.

The Call for Cohort 2 – 2024 is open from 17th of November 2023 and the deadline for application is 31st of January 2023, 17:00 CET for Phase 1 and 19th of April 2024, 17:00 CET for Phase 2.

Phase 1 of the programme will start in late January and finish at the end of April 2024. Final dates and times for the programme's activities will be communicated on the announcement of the selected applicants.



4. Phase 1 - Ideation

4.1. Candidates for Phase 1 – Ideation

The Lab2Market Programme Phase 1 is only for teams or individuals that belong to one of the following groups:

- Enrolled students in one of the EIT-Labelled master's programmes (enlisted below)
- Recent graduates/alumni from one of the EIT-Labelled master's programmes (enlisted below), who graduated in 2021 or later
- PhD students in engineering and/or science fields of Raw Materials, registered at universities in Europe.
- Teams comprised at a minimum of one member coming from the aforementioned student categories
- Individuals from Business, Finance, Marketing, Technology, Engineering Academic sectors studying or completed their studies in a European University to form a team with at least one member coming from the aforementioned categories.

The EIT-Labelled master's programmes are the following:

1. Advanced Materials: Innovative Recycling (AMIR)
2. Advanced Materials for Innovation and Sustainability (AMIS)
3. Georesources Engineering (EMerald)
4. Entrepreneurship, Innovation and Technology Integration in Mining (MEITIM)
5. Raw Materials Exploration and Sustainability (RaMES)
6. Mining Engineering (RaVeN)
7. Sustainable and Innovative Natural Resource Management (SINReM)
8. Sustainable Materials (SUMA)
9. Mineral Exploration (TIMREX)
10. EMC - European Mining Course (only students graduating between 2021 and 2023)
11. New Labelled EIT RawMaterials programmes approved by EIT will be considered eligible (Master or other type of programmes)

4.2. Programme for Phase 1 - Ideation

The EIT RawMaterials Lab2Market Programme Phase 1-Ideation will start with an online kick-off meeting and the conducting of 6 to 8 Design Thinking Labs, with the participation of up to 150 selected participants who have entered the programme either individually or as a team. During the kick-off meeting, the participants will be provided with more details about the RawMaterials Lab2Market Programme process, including expectations for Phase 1. The purpose of the Labs is to provide the participants with the latest updates and needs of the raw materials sector to generate



innovative ideas (Objective 1) and to find idea market fit (Objective 2).

During Phase 1, participants will have access to educational material and the digital tools that will be used for this phase (e.g. Value Proposition Canvas, Business Model Canvas, etc.). Moreover, participants will be introduced to “The Killer Experiment” to test the viability of their ideas before entering Phase 2 of the programme.

The Labs will be run by videoconference and dates will be communicated alongside the announcement of the selected participants.

The purpose of Phase 1 is for individual participants to form teams and develop a start-up concept that finds application in the market. Those participating as a team should also apply a start-up concept by the end of Phase 1.

For team formation, participants will have the opportunity to seek collaborators through a communication channel created explicitly for this purpose and a networking event (online or hybrid).

In order to integrate and link innovations to the EIT RawMaterials consortium, we will invite our partners to be involved in selected activities, thereby increasing impact and supporting progress.

All those fully participating in EIT RawMaterials Lab2Market Programme Phase 1 will be awarded a Certificate of Participation whether they progress to Phase 2. Certificate of Participation will depend on specific KPIs achieved individually, specifically determined during the Kick-Off session of Phase 1.

4.3. Milestones, Deliverables & KPIs for Phase 1 - Ideation

Milestones

- Team Formation
- Create a start-up concept

Deliverables

- Start-up Concept
 - Digital Business Idea Canvas
 - Digital Business Model Canvas
 - Digital Value Proposition Canvas
- Team Members’ contact details

KPIs

- Attendance at Phase 1 activities
- Attendance at the team formation (networking) event



5. Phase 2 – Start-up Development

The EIT RawMaterials Lab2Market Programme will continue with Phase 2 - Start-up Development. The aim is to select up to 30 teams entering Phase 2 with a programme duration of two months.

Phase 2 will start soon after the end of Phase 1 and will be open to both Phase 1 teams' graduates and new eligible teams that can apply directly to Phase 2 with a start-up concept. The selection will be based on the quality of the start-up concept that the teams will provide in their application form and is the stage gate to the next phase.

5.1. Candidates for Phase 2 – Start-up Development

Candidates for Phase 2 are the following:

- i. Graduated teams from Phase 1 or
- ii. New eligible applicant teams with an innovative idea/solution (start-up concept), consisting of at least two members. At least one member must be an enrolled or graduate (EIT Labelled Masters or PhD) student.:
 1. **Entrepreneurial Lead (EL)** –The EL is expected to work on the project full-time throughout the programme and must represent the team in Bootcamps and all Core training sessions.
 2. **Technical Lead (TL)** - The principal investigator of the research project. The TL is expected to participate in select training sessions and assist the EL throughout the programme.

5.2. Programme for Phase 2 – Start-up Development

Phase 2 has a duration of around 2 months and consists of a defined programme with mandatory bootcamp trainings and mentoring sessions to attend for the up to 30 teams that have been selected. The objective for Phase 2 is to transform innovative ideas into business solutions.

The progress of the teams will be reviewed in 3 cycles: 2 mid-reviews (upon specific KPIs and milestones which will be announced to selected teams during the kick-off meeting) and a Final Pitching Competition which will be the basis of evaluation for entering Phase 3. More specifically, Phase 2 of the programme consists of:

- Kick-off Workshop: During the kick-off workshop, the selected teams will be provided with more details about the process, programme and expectations.
- 4-6 bi-weekly Bootcamp Trainings on up to 2 thematic scopes: Business Development and Product Development. The presence of the EL is mandatory in all Bootcamp Trainings while the presence of the TL is mandatory only in the Bootcamp Trainings upon Product Development. The Bootcamp Training Sessions will be held online.
More information will be provided along with the announcement of the selected teams.
- 10 hours of Mentoring Sessions with business, technical and market experts. The mentoring sessions aim to help participants to continue and push for advancement. Tuning calls are an important way of receiving feedback on work and identifying and verifying important assumptions. Teams are responsible for organising these calls and they are free to include their Research/Scientific Supervisor. The sessions will be held online.



- Final Pitching Competition. Graduation & Evaluation of Phase 2 will consist of a two-day Final Pitching Competition starting with pitching training followed by the final pitching session. The pitching is mandatory and forms the evaluation process, carried out in front of a jury who will assess teams' performance against the stage gate criteria to enter Phase 3. The 4 best pitching teams of the competition will be awarded a 2.500 € prize per team as a reward for their engagement and dedication to the programme.

In order to integrate and link new innovations to the EIT RawMaterials innovation community, during the Pitching competitions, EIT RawMaterials partners will be invited to attend to create a bigger impact and support progress.

The location and the date of the Pitching Competition will be communicated alongside the announcement of the selected teams.

During the programme, additional expert sessions may be organised.

5.3. Milestones, Deliverables & KPIs for Phase 2 – Start-up Development

Milestones

- Product-Market Fit
- Business Idea Validation

Deliverables

- Market Research Report
- Competition Analysis Report
- Description of Final Product
- Revenue Model & Pricing
- Financial Plan with P&L
- Pitch deck

KPIs

- Attendance at Phase 2 activities
- Attendance at mentoring sessions and Bootcamp Training Sessions
- Attendance at Final Pitching Competition



6. Phase 3 – Incubation

The next step in the journey within the EIT RawMaterials Lab2Market Programme is Phase 3 – Incubation. The basis for entering Phase 3 will be the process as described in Phase 2 and in the evaluation section with evaluators consisting of Internal staff at EIT RawMaterials and external evaluators. Up to 15 teams will enter Phase 3 with the expectation that they will establish and incorporate a start-up during Phase 3 and are eligible to receive funding from 3.000€ up to 17.000€ each.

6.1. Candidates for Phase 3 – Incubation

Candidates for Phase 3 are those teams that have graduated from Phase 2 of the RawMaterials Lab2Market Programme.

6.2. Programme for Phase 3 – Incubation

The objective for Phase 3 is the incorporation of new start-ups delivering impact and innovations to the raw materials sector. The aim is for the teams to take legal form, present a Minimum Viable Product (MVP), network with partners and funds and kick-start their business. For this purpose, in Phase 3 of the programme and based on the maturity of each team's idea development, an EIT RawMaterials Business Development Manager and/or a mentor might be appointed in each team to guide them through the whole process.

Phase 3 of the programme will be dedicated to the business development of the teams in the aspect of being prepared for the market, while the TL of the team will be highly involved in this phase by working on product development. Phase 3 is designed to enable flexibility and meet identified needs for the selected teams and will run for 3-4 months. The timeline, objectives and milestones for each start-up within Phase 3 will be identified in dialogue with the assigned Business Development Manager and/or mentor.

For the purposes of Phase 3, the following activities will take place:

- **2-3 Webinars:** Informative Sessions regarding the process, regulations and other procedures for establishing a company, intellectual property rights and other regulations. The presence of both the EL and the TL in the Webinars is optional.
- **3-5 Bootcamp Trainings:** Interactive Training to prepare for launch. The presence of the EL is mandatory.
- **Mentoring Sessions** take place at least twice per month with the initiative of the team to obtain guidance on work and verify important assumptions. A Business Mentor and/or a Technical Mentor will be assigned to each team during Phase 3 of the programme, aiming for constant communication between the three parties. We expect the teams to prepare for each call to ensure efficient meetings and dialogue.
- **Networking Events:** during Phase 3 of the programme, there will be opportunities to attend different events that are hosted by EIT RawMaterials or its partners and gain valuable feedback.
- **Demo Day:** Following the end of Phase 3 of the programme, there will be a presentation for each start-up to representatives of funds (VCs, Angels, EIT Partners, etc.) to demonstrate their solution and seek funding. The location and the date of the Demo Day will be announced during Phase 3.



- **Funding.** Phase 3 will deploy a total budget of up to 155.000 € of funding for the selected teams in 3 different tranches meeting certain milestones and criteria. Each team selected will receive 3.000 € at the beginning of Phase 3. Once the Milestone “Incorporate a start-up as a legal entity” is met, each team will receive an additional 4,000€ (different timing per team/start-up applies). At the end of Phase 3, the five best-performing start-ups in terms of metrics of KPI “Sales” will receive 10.000 € each.

6.3. Milestones, Deliverables & KPIs for Phase 3 – Incubation

Milestones

- incorporate a start-up as a legal entity (EIT RawMaterials being an equity shareholder)
- first sales of products/services (could also be a pre-sale like a market/pilot test)
- create MVP

Deliverables

- Invoice or proof of market test
- Proof of Concept (PoC)
- Minimum Viable Product (MVP)

KPIs

- Sales of products/services
- Number of team members/employees
- Participation in events/forums/start-up competitions
- Marketing activities (press, interviews, etc.)



7. Thematic Scope for Targeted Groups

Europe is home to world-leading manufacturing industries, game-changing innovative technologies and an entrepreneurial infrastructure that can enable the transition to a resource-efficient, sustainable society. A sustainable supply of mineral resources (metals, construction materials) is vital for the development of these core industrial activities and their long-term economic success. However, Europe has become highly dependent on imports of these mineral resources, particularly critical raw materials, which is a key threat to European businesses' future.

Through activities in the area of business creation and support, EIT RawMaterials aims to support new businesses that contribute to our vision of developing raw materials into a major strength for Europe along the whole raw materials value chain, as follows:

1. **Exploration** and raw materials resource assessment
2. **Mining** in challenging environments
3. Increased resource efficiency in **mineral and metallurgical processes**
4. **Recycling** and material chain optimized on for End-of-Life products
5. **Substitution** of critical and toxic materials in products and for optimized performance
6. Design of products and services for the **circular economy**

In particular, the supply of a **range of metals and minerals** is the main target of the EIT RawMaterials innovation community. Bio-based and polymer materials will be considered only in view of their substitution potential of critical and toxic materials and for optimised performance or for multi-material product recycling. **Petrochemical raw materials, food/agricultural raw materials and common minerals construction materials are excluded.**

The activities of EIT RawMaterials in the area of business creation and support seek to boost innovative start-ups and SMEs working within the following themes:

1. **Exploration:** Technologies and solutions for improved and new mineral exploration. As an example, solutions could include:
 - a. *New and improved geological models, better exploration model understanding and techniques for going 3D/4D, drones, etc.*
 - b. *New instrumentation, methods and technologies for more reliable, cheaper, faster and safer mineral exploration, including technologies and services for innovative data acquisition, big data analysis/handling and utilising existing/historical data sets for exploration and mining.*
 - c. *Application of new innovations, new geological models and rethinking/re-evaluation of geological settings/prospects to provide new exploration prospects and mining targets.*
2. **Intelligent Mining.** Technologies and solutions for more efficient, safer and sustainable modern mining. As an example, solutions could include:
 - a. *Application of new technologies/services for more efficient production, better safety, better utilisation of equipment and personnel for mining. Autonomous mining equipment, Internet of Things, virtual reality, UAVs/robotics, automation, real-time data that will improve planning, scheduling of operations and delivering better efficiencies and cost savings. Self-aware and safe machines that are capable of ordering their own spare parts and service engineers and are connected to each other, control centres and back offices far away.*



- b. *Innovative services, approaches and products which increase public understanding and awareness of the need for raw materials, exploration and mining, ensure corporate social responsibility and social license to operate as well as added values of mining including remediation.*
- 3. **Mineral and metallurgical processes:** Technologies and solutions for mineral and metal processing and for improved materials production. As an example, solutions could include:
 - a. *Optimised extraction and production processes for metals and alloys, improving the efficiency of the process, using less energy and water, reducing cost and the production of waste.*
 - b. *Technology that addresses equipment-damage problems such as wall thinning, creep or corrosion.*
- 4. **Recycling:** Technologies and solutions for materials supply from secondary sources and recycling. As an example, solutions could include:
 - a. *Solutions for recycling of end-of-life products, extraction from industrial residues, tailings, urban and landfill mining (e.g. WEEE, batteries, magnets, solar cells etc.)*
 - b. *Cost-efficient and clever collection, dismantling and sorting of waste.*
- 5. **Substitution of critical and toxic materials and for optimised performance:** New technologies or services that make it possible to substitute or use lower quantities of critical or toxic materials in key industries. For example:
 - a. *Substitution of critical and toxic metals in specific energy materials, such as platinum in fuel cells, cobalt in lithium-ion batteries, or Nd and Dy in Nd-Fe-B permanent magnets.*
 - b. *Substitution of critical and toxic metals like Co and W in carbides, speciality metals in high strength steels and super alloys, including in design and manufacturing.*
 - c. *New material systems that contain less or no critical and toxic materials, for instance, for use in batteries, permanent magnets, solar cells, and thermoelectric and magneto caloric applications.*
 - d. *New or optimised materials for additive manufacturing, e.g. in printable electronics.*
 - e. *New lightweight composites and designs as substitutes for critical materials containing high strength steels and for optimised performance.*
 - f. *Solutions that integrate new materials into a circular economy, e.g. technology and business that enables and builds upon the reuse and recycling of newly developed, high-performance materials.*
 - g. *New products, systems and services for optimised raw materials use, particularly with respect to mobility and energy technologies.*
- 6. **Circular economy:** Solutions and business models implementing circular economy concepts, e.g. new business models for resource recovery, product life extension (repairing, re-manufacturing, etc.), product as a service, sharing platforms.



8. How to Apply

Phase 1: Eligible applicants, as described in Sections 4.1 and 10.1, that are interested in joining the Lab2Market programme can apply until 31st of January 2023, 17:00 CET using the link below. Candidates are asked to declare their interest by completing an application form with their contact details and their diploma or certificate of enrolment or a certificate from the EIT Labelled Master's Programme they currently study in or have graduated from, or other academic certification based on the candidates' category they belong to, as described in Section 4.1. The evaluation process is based on the information provided in the application form. The criteria for the selection process are: the participants' engagement in the programme, the existence of an innovation idea and/or their intention to convert their research results into the incorporation of a start-up.

Link to online application for Phase 1: <https://eitrawmaterials.mantisbi.io/call/64f1c1a3b79f3/>

Phase 2: Teams, as described in Sections 5.1 and 10.2, that are interested in joining the Lab2Market Program must apply by 19th of April 2024, 17:00 CET. Candidates are asked to describe their start-up concept and apply to EIT RawMaterials. All applications and pitching should be done in English.

Link to online application for Phase 2: <https://eitrawmaterials.mantisbi.io/call/64f1c39028395/>

Phase 3: Only graduates from Phase 2 are able to join Phase 3 of the Programme. The final award ceremony (Pitching Competition) of Phase 2 and overall performance in Phase 2 will be the stage gate selection process for teams to validate their performance and continue to Phase 3 of the Lab2Market Programme. Up to 15 teams will be selected for Phase 3 and all of them must clearly declare their intention to incorporate a start-up or be registered as a legal entity at the Chamber of Commerce and the Tax Authorities at the time of application.



9. Timeline & Admissibility

Phase 1: Ideation

- Phase 1: Ideation invites candidates to express interest in the programme by Application deadline: **31st of January 2023, 17:00 CET**. No applications for entering Phase 1 submitted after this deadline can be considered.
- Up to 150 participants (individuals or teams) will be selected based on the information submitted in the Application Form of Phase 1 - Ideation of the Programme.
- The evaluation and selection of participants will be undertaken by internal evaluators of EIT RawMaterials.
- The selection process and notification of acceptance/rejection will be complete by the end of January 2024.
- The selected participants will sign a project agreement with the EIT RawMaterials GmbH legal entity, describing all parties' obligations.
- At the end of Phase 1, participants will join a networking event in late April to form teams and create a start-up concept.

Phase 2: Start-up Development

- Phase 2 funnels all graduated teams from Phase 1 and invites additional eligible teams to join the Programme.
- The deadline for applications for Phase 2 is open until **19th of April 2024, 17:00 CET**. No applications for entering Phase 2 submitted after this deadline can be considered.
- The evaluation and selection of teams will be undertaken by external evaluators and internal staff of EIT RawMaterials.
- Teams will be evaluated based on the information of the start-up concept provided in their application form and up to 30 teams will be selected to join Phase 2: Start-up Development.
- Teams for Phase 2 will be notified with an acceptance/rejection mail by end of April 2024.
- The selected teams will sign a project agreement with the EIT RawMaterials GmbH legal entity, describing all parties' obligations.
- Activities of Phase 2: Start-up Development will be completed by end of June 2024.
- A Final Pitching Competition with finalists from the 30 teams will take place by end of June 2024, as a conclusion for Phase 2: Start-up Development and a stage gate evaluation process for Phase 3: Incubation.

Phase 3: Incubation

- The results of the Final Pitching Competition, along with overall performance metrics in Phase 2, will be used to select up to 15 teams that will join the final Phase of the Programme: Incubation as described in Section 11.3.
- The selected teams will receive funding as described in Section 6.2.
- Activities of Phase 3: Incubation will be completed by middle of December 2024
- A final Demo Day will take place in early 2025 as a demonstration to investors and EIT RawMaterials network.



10. Eligibility

All EIT RawMaterials activities are governed by the rules set out in the Partnership Agreement as well as the Grant Agreement with the European Institute of Innovation and Technology (EIT), under the Horizon Europe Framework Programme for Research and Innovation.

Eligibility criteria for all phases are as follows:

- a. Proposals must be in English. Proposals in other languages will not be accepted.
- b. Incomplete submissions, or submissions via any other routes (e.g. email) will not be accepted.
- c. The start-up-concept submitted by participants must be within EIT RawMaterials scope.

10.1. Eligibility Criteria Phase 1

The EIT RawMaterials Lab2Market Programme 2023 Phase 1 is open to applicants that are:

- Enrolled students in one of the EIT-Labelled master's programmes
- Graduates/alumni from one of the EIT-Labelled master's programmes
- PhD students on engineering or/and science fields of Raw Materials from universities in Europe
- Teams comprised at a minimum of one member coming from the aforementioned student categories
- Individuals from Business, Finance, Marketing, Technology, Engineering Academic sectors studying or completed their studies in a European University to form a team with at least one member coming from the aforementioned categories.

10.2. Eligibility Criteria Phase 2

The EIT RawMaterials Lab2Market Programme 2023 Phase 2 is open to:

- Graduates of Phase 1 that have successfully completed their milestones/deliverables
- Or teams that will apply in the given deadline with at least one member coming from the groups described in Section 10.1 with a start-up-concept relevant to the thematic scope of Lab2Market

10.3. Eligibility Criteria Phase 3

The EIT RawMaterials Lab2Market Programme 2023 Phase 3 is open to:



- Graduates of Phase 2 that have successfully completed their milestones/deliverables
- The team needs to submit an affirmed statement that declares their obligation in incorporating a start-up or be registered as a legal entity at the Chamber of Commerce and the Tax Authorities at the time of application

10.4. Prizes Eligibility Criteria

Prizes are eligible for:

- Teams that have been selected to participate in the EIT RawMaterials Lab2Market Programme 2023, Phase 2
- Teams that have signed a Project Agreement with EIT RawMaterials GmbH legal entity
- Individuals/teams that have followed all provided milestones, deliverables and services of EIT RawMaterials Lab2Market Programme 2023
- Individuals/teams that will participate in the Pitching Competition and present their pitch as per provided guidelines of EIT RawMaterials (to be provided in due time before the event)

10.5. Funding Eligibility Criteria

Funding of a total budget for all teams of up to 155,000€ will be deployed in 3 tranches and each tranche eligibility is described.

1. Tranche 1 is 3,000€ for each team and is eligible for:

- All teams that have been selected to participate in the EIT RawMaterials Lab2Market Programme 2023, Phase 3
- Teams that have signed a Project Agreement with EIT RawMaterials GmbH legal entity
- Appointed individual or incorporated start-up are eligible to receive this tranche

2. Tranche 2 is 4,000€ for each team and is eligible for:

- Teams that have met Tranche 1 eligibility criteria
- Teams that have incorporated a start-up, no later than end of Phase 3
- Incorporated start-up only is eligible to receive this tranche

3. Tranche 3 is 10,000 € for the 5 best teams and is competitive and is eligible for:

- Start-ups that have met Tranche 1 and Tranche 2 eligibility criteria
- Start-ups that have made sales/pilots with customers
- Start-ups that provided proof of the total sales in 2024
- Are in 5 highest ranking start-ups on the "Sales" KPI
- Only incorporated start-ups are eligible to receive this tranche



11. Evaluation Process and Criteria

11.1. Phase 1

The evaluation process for entering Phase 1 will be undertaken by EIT RawMaterials staff and will be conducted in two separate stages as follows:

Stage 1. Eligibility evaluation, based on the criteria mentioned in section 10.1

Stage 2. Application evaluation, based on the below criteria

Under each of the following criteria, applications will be judged on the scale 0: Non-existent, 1: Very poor, 2: Poor, 3: Fair, 4: Good, 5: Excellent. The final score will be weighted as indicated.

CRITERIA	THRESHOLD	MAXIMUM POINTS
1. PROGRAMME RELEVANCE	3	5
2. BUSINESS IDEA	3	5
3. INTENTION FOR START-UP INCORPORATION	3	5
TOTAL	9	15

11.2. Phase 2

The evaluation process for entering Phase 2 will be undertaken by EIT RawMaterials staff and at least three external evaluators, followed by a resolution decision meeting. The evaluation will be conducted in two separate stages as follows:

Stage 1. Eligibility evaluation, based on the criteria mentioned in section 10.2.

Stage 2. Start-up concept evaluation, based on the criteria as described in the table below.

Under each of the following criteria, applications will be judged on the scale 0: Non-existent, 1: Very poor, 2: Poor, 3: Fair, 4: Good, 5: Excellent. The final score will be weighted as indicated.

CRITERIA	THRESHOLD	MAXIMUM POINTS
1. BUSINESS IDEA - EXCELLENCE	3	5
2. MARKET & FINANCE	3	5
3. TEAM FORMATION	3	5
4. IMPACT	3	5
5. FINANCIAL SUSTAINABILITY SCHEME	3	5
TOTAL	15	25



11.3. Phase 3

The evaluation process for entering Phase 3 will be undertaken by EIT RawMaterials staff and at least three external evaluators, followed by a resolution decision meeting. The evaluation will be conducted in three separate stages as follows:

- Stage 1. Eligibility evaluation, based on the criteria mentioned in section 10.3.
- Stage 2. Progress evaluation, based on the performance metrics described in Section 5.3.
- Stage 3. Pitching Competition evaluation, based on the criteria as described in the table below

Stage 2, Progress evaluation will be on a “Completed” or “Not Completed” basis for each of the Milestones – Deliverables – KPIs described in Section 5.3 and will follow the absolute metrics. To be assessed by the assigned mentor(s) and EIT RawMaterials internal team, as described in the below table:

PHASE 2 PROGRESS EVALUATION	COMPLETED	NOT COMPLETED
1. MILESTONES		
a. Product-Market Fit	20	0
b. Business Idea Validation	20	0
2. DELIVERABLES		
a. Market Research Report	5	0
b. Competition Analysis Report	5	0
c. Description of Final Product	5	0
d. Revenue Model & Pricing	5	0
e. Financial Plan with P&L	5	0
f. Pitch deck	5	0
3. KPIs		
a. Attendance at Phase 2 programme activities	10	0
b. Attendance at mentoring/Bootcamps	10	0
c. Attendance at Final Pitching Competition	10	0
TOTAL	100	0

The evaluation of Stage 3 will be based on the Final Pitching Competition, where a mix of internal and external jury will assess each team/start-up. Under each of the following criteria, pitching will be judged on the scale 0: Non-existent, 1: Very poor, 2: Poor, 3: Fair, 4: Good, 5: Excellent.

CRITERIA FOR THE PITCHING COMPETITION	THRESHOLD	MAXIMUM POINTS
1. EXCELLENCE	3	5
2. MARKET & FINANCE	3	5
3. TEAM	3	5
4. IMPACT	3	5
5. FINANCIAL SUSTAINABILITY SCHEME	3	5
TOTAL	15	25



The final score will be weighted as indicated below and this applies both for the 4 Prizes awards and for the up to 15 teams selected to enter Phase 3:

WEIGHTING FACTORS	WEIGHT
1. PROGRESS IN MILESTONES, DELIVERABLES & KPIs ON PHASE 2	30%
2. PITCHING COMPETITION OF PHASE 2	70%
TOTAL	100%

Please note that we will favour projects which contribute to the following key performance indicators:

- New products or services introduced into the market within 3 years
- New jobs to be created in the raw materials sector
- Private investment and other funding attracted by the start-ups
- EIT RawMaterials Financial Sustainability scheme

Selected beneficiaries must avoid any conflict of interest and comply with the principles of transparency, non-discrimination and sound financial management.



12. Amount of Funding

There are two forms of funding in Phases 2 and 3:

Phase 2: Prize is a form of financial support in the programme. The 4 winning teams/start-ups competing on the Final Pitching Competition event of Phase 2-Start-up Development will receive each 2.500€ in one payment tranche.

Phase 3: The funding for the Lab2Market Phase 3 will be given directly to the team/ start-up in the form of a lump sum and in 3 different Tranches as described in Sections 6.2 and 10.5 to help cover costs such as working hours, travel and accommodation costs and other costs connected to their active participation in the programme and incubation of their start-up in the market.

EIT RawMaterials requires a contract at each Phase, essentially a project agreement, in which each team/start-up will commit to following the proposed methodology and participating in the activities included in each respective phase of the programme in order to receive the grant. In this agreement, the activity plan and attached budget for spending the grant will be specified. Please note as well that concrete deliverables may be established that need to be delivered by the end of the programme and its phases.

All grants paid out will be subject to Horizon Europe cost eligibility rules as detailed in the [Horizon Europe Annotated Model Grant Agreement](#).



13. Financial Sustainability Scheme

EIT RawMaterials is committed to supporting the best ideas and the projects with the highest potential to generate an impact in the raw materials value chain, as well as to developing its financial sustainability strategy, as mandated by the EIT. As a result, selected participants in Phase 2 – Phase 3 that will create a start-up within the frames of Lab2Market programme will be required to contribute to the Financial Sustainability strategy of EIT RawMaterials and its community by the following:

EIT RawMaterials Equity participation in the created start-up at the time of incorporation during the programme. EIT RawMaterials shall receive between 15-20% in the equity of the venture and be notified once the incorporation is taking place and be included in the Shareholder Agreement discussions.

The EIT RawMaterials Financial Sustainability scheme (“FS-Scheme” or “Financial Sustainability Scheme”) shall reasonably consider the amount of the funding allocated, the impact generated or to be generated by it and, if applicable, additional opportunities and services provided by EIT RawMaterials such as successful access to investors and customers. Details of the Financial Sustainability Scheme shall be agreed upon as part of the Project Agreement (PA). Nevertheless, we encourage applicants to indicate their proposals for key elements of their FS Scheme when applying under this Call.



14. Intellectual Property, Confidentiality and Publication Rights

Applicants retain full and exclusive ownership of their prior information and intellectual property rights. By submitting their application, applicants confirm that they hold ownership of or have legally secured the right to use all elements of the innovative product or service and that the provided materials and information do not infringe any intellectual or other property rights, including patents, of any other persons, companies, or other entities. Elements of the submission that are based on rights held by others, such as patents, shall be marked as such in the submission.

EIT RawMaterials and their authorised representatives in the programme undertake to ensure the confidentiality of the projects presented and developed throughout the programme.

By submitting their application, applicants consent that EIT RawMaterials will collect, transfer, process, store and delete their data under the aforementioned conditions.

Applicants agree that if they are selected, their data, the receipt of their grant and non-confidential information about their project may be used by EIT RawMaterials and their authorised representatives without compensation for promotion of their activities. Non-confidential information related to the project will be only provided after authorisation of the applicants or the one marked with “public summary”.

By submitting the application for the Lab2Market Programme, applicants agree to the EIT RawMaterials [Privacy Policy](#).

The EIT RawMaterials’ Code of Conduct will be followed throughout the evaluation process. External evaluators will receive specific instructions on the evaluation process, and access to the proposals will be granted to each Evaluator only after the upload of her/his ‘Evaluator Agreement’ with provisions on confidentiality, conflict of interest and code of conduct.



15. Terms and Conditions

By submitting their application form, applicants agree to the Terms and Conditions, which form part of their submission. EIT RawMaterials reserves the right to amend these Terms and Conditions reasonably. Amendments and additions to these Terms and Conditions shall be valid if communicated in writing on the EIT RawMaterials website or made available to the applicants. These Terms and Conditions are governed by the laws of Germany. Any disagreement or dispute which may arise in connection with these Terms and Conditions which cannot be settled amicably will be brought before the courts of Berlin, Germany. To the maximum extent permitted by law, under no circumstances and under no legal theory, whether in tort (including negligence) contract or otherwise, shall EIT RawMaterials be liable for any special indirect, punitive, incidental or consequential damages, including loss of profit. You may withdraw your application at any time by informing us by email or withdrawing your registration at any time.

Beneficiaries might be subject to a formal ex-post impact assessment within at least five years after the end of the activity. This is to determine the impact of the activities' outputs.

16. Appeal and Redress Procedure

Upon receipt of the feedback, the applicant may request redress if there is a concern that there might have been a shortcoming in how a proposal was evaluated or if the results of the eligibility checks need to be corrected. The redress procedure is not meant to call into question the judgement made by the expert evaluators. It will consider only procedural shortcomings and factual errors.

Requests for redress should be raised within one month of receiving the evaluation feedback sent by EIT RawMaterials and sent to compliance@eitrawmaterials.eu. Requests must:

- be related to the evaluation process or eligibility checks
- include a clear description of the grounds for the complaint
- be received within the time limit specified above.

An initial reply will be sent to complainants two weeks after the deadline for redress requests. This initial reply will indicate when a definitive answer will be provided. A redress committee of EIT RawMaterials may be convened to examine the evaluation process for the case under consideration. The committee's role is to ensure a coherent interpretation of requests and equal treatment of applicants. The redress committee itself, however, does not re-evaluate the proposal.

Depending on the nature of the complaint, the committee may review the evaluation report and individual comments and examine the CVs of the evaluation experts. Following its review, the committee will recommend a course of action to the EIT RawMaterials OMT (Operational Management Team). If there is clear evidence of a shortcoming that could have affected the funding decision, all or part of the proposal may be re-evaluated. There will be follow-up or re-evaluation if there is clear evidence of a shortcoming. The Executive Board of EIT RawMaterials



will be informed of any redress procedures in due course. Please note:

- This procedure is concerned with the evaluation and eligibility checking process.
- The committee will not call into question the judgment of the individual expert evaluators, whose qualifications have already been assessed and validated.
- A re-evaluation will only be carried out if there is evidence of a shortcoming that affects the quality assessment of a proposal. This means, for example, that a problem relating to one evaluation criterion will not lead to a re-evaluation if a proposal has failed anyway on any other criterion.
- The evaluation score following any re-evaluation will be regarded as definitive. It may be lower than the original score.
- Only one request for redress per proposal will be considered by the committee.

All requests for redress will be treated confidentially.

17. Publicity – Visibility of the EU Funding

Publicity by the selected start-ups

The selected companies must promote the EIT RawMaterials Lab2Market Programme and its results by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner. A communications package, including guidelines, will be provided to all selected companies.

Unless EIT RawMaterials requests or agrees otherwise or unless it is impossible, any communication activity related to the action (including in electronic form, via social media, etc.) must: display the combined EIT RawMaterials logo with the EU emblem and text “Co-funded by the European Union (the minimum height of the logo is 14mm)

When displayed together with another logo, the EIT RawMaterials logo and EU emblem must have appropriate prominence.

For the purposes of their obligations, the selected companies may use the EIT RawMaterials logo and the EU emblem without first obtaining separate approval from EIT RawMaterials.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo or seek any other intellectual property rights in relation thereto, whether by registration or by any other means. EIT RawMaterials reserves the right to revoke the above right of use at any time in its sole and unfettered discretion.

Publicity by EIT RawMaterials

EIT RawMaterials may use, for its communication and publicising activities, information relating to



the action, documents (notably summaries) for publication, as well as any other material, such as pictures or audio-visual material that it receives from the participants (including in electronic format).

EIT RawMaterials will publish the names of the funded companies, their origin, the amount of the grant and its nature and purpose — unless they have requested to waive this publication (because of disclosure risks threatening their security and safety or harming their commercial interests).

Photos and videos taken by EIT RawMaterials during EIT RawMaterials events where the selected companies will feature are the sole property of EIT RawMaterials.

18. Processing of personal data

Processing of personal data by EIT RawMaterials

Any personal data will be processed by EIT RawMaterials in accordance with the EIT RawMaterials Privacy Policy¹.

All selected applicants consent that the following information be published by EIT RawMaterials:

- Name
- Country of origin
- Their activities in relation to the award of the prize (via the summary for publication they provided)
- Prize amount

in whatever form and medium.

Processing of personal data by the participants

The participants must process personal data in compliance with applicable EU and national laws on data protection (including authorisations or notification requirements, if any); see the GDPR² recommendations.

19. Contacts

The EIT RawMaterials Lab2Market Programme is organised by EIT RawMaterials GmbH, which acts as a managing partner in coordinating the collection, evaluation, award, and follow-up process. FAQs section will be provided on the programme's official website. Applicants will be able to be informed of changes of the call, if any, in the FAQs section. For additional information reach out to Steffen Robert, Antonis Politis and Niki Karali.

¹ <https://eitrawmaterials.eu/privacy-policy/>

² <https://eugdpr.org/>



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Call web page:	https://eitrawmaterials.eu/Lab2Market
Programme web page:	https://lab2market.eitrawmaterials.eu
Phase 1 Application link:	https://eitrawmaterials.mantisbi.io/call/64f1c1a3b79f3/
Phase 2 Application link:	https://eitrawmaterials.mantisbi.io/call/64f1c39028395/
Partners of EIT RawMaterials:	https://eitrawmaterials.eu/about-us/partners/
EIT RawMaterials Alumni:	https://alumni.eitrawmaterials.eu/



20. TRL and CRL



Figure 2 Technology Readiness Level (TRL) and Customer Readiness Level (CRL) graph