

PERMANENT OPEN CALL

SUBJECT: Permanent Open Call for Proposals for the European Space Agency Business Incubation Centre Norway (“ESA BIC Norway”)

REF: ESA BIC Norway –18.12.2018

Dear Madam, Dear Sir,

As part of its endeavour to encourage the transfer and commercialisation of space technologies, the European Space Agency¹ (the Agency) has set up business incubation centres across several Member States. Their purpose is to enable entrepreneurs (incubatees) to receive commercial and technical assistance in order to set up their businesses using space technology for general non-space industrial, scientific and commercial uses (“spin-off”) or using non-space technology for proposing products and services for the space sector (“spin-in”)².

Kjeller Innovasjon AS (hereafter “KI” or “Kjeller Innovasjon”) is entrusted by the Agency with the setup, administration and implementation of this Call. KI is a private incubator in charge of managing the ESA BIC programme in Norway.

Kjeller Innovasjon hereby invites you to submit a proposal for the above subject.

Yours faithfully,

Nils Haga, ESA BIC Norway manager & KI incubation manager

&

Kristine L. Koslung, ESA BIC Norway project manager & KI Business Developer

¹ The European Space Agency is an intergovernmental organisation constituted of the following Member States: Austria, Belgium, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Norway, Portugal, Romania, Spain, Sweden, Switzerland and the United Kingdom.

² These “spin-in” products and services shall address innovative solutions, possibly in conjunction with new business models, for the future space industry, aka “Space 4.0”. Beyond applications of space systems, which are already eligible to ESA BICs, “spin-in” encompasses solutions for optimising or developing processes, components, subsystems (up to an entirely new space system), all along the space value chain of payloads, satellites, launchers and ground stations, from concept definition, construction, manufacturing, assembly, integration, and testing all the way to launch, operations, and evaluation, using for instance COTS from non-space sectors, contemporary automation, big data, data exchange and manufacturing technologies, such as 3D-printing.

Please find attached hereto the following documents:

Appendix 1:	Call for Proposals
Section I	Formal requirements, selection process and evaluation criteria
Section II:	Draft Contracts: Draft Incubation Contract <i>Draft Rental Agreements for Incubators of ESA BIC Norway can be received from nh@kjellerinnovasjon.no. When requesting, please state your location of preference (Kjeller, Oslo, Stavanger, Tromsø)</i>
Addendum 1:	Standard requirements for management reporting, meetings and deliverables
Addendum 2:	Logo

Appendix 2: TEMPLATES ESA BIC Norway Open Call for Proposal

Your attention is drawn to the following:

Nature and purpose of this Call for Proposals:

1. The purpose of this Call for Proposals (Call) is to select projects and ideas for business incubation in ESA BIC Norway for the maximum period of 24 months.
2. ESA BIC Norway offers to support projects and ideas for business incubation by providing funding, business support, technical assistance and office accommodation. The modalities and the extent of the support provided are negotiated on a case-by-case basis.

The total financial contribution to the Activity (the “incentive”) is broken down into two parts: from ESA and from Innovation Norway:

- The ESA funding **will amount to a maximum** of EUR 25,000 for costs incurred for purpose of development of product development, prototyping, software and IPR. It can not be spent on direct labour costs.
- The grant from Innovation Norway will amount to [... EUR = at **least the same amount as from ESA**] and shall be used in accordance with the criteria for the Commercialisation grant outlined by Innovation Norway

As a general rule the incentive can only be spent in **Norway**.

In addition, a maximum of 80 expert hours for Technical Support is offered by Kjeller Innovasjon, StartupLab, Validé, Norinnova, the Norwegian Geotechnical Institute, the Institute for Energy Technology,

the Norwegian Institute for Air Research, and ESA BIC Norway's supporting industrial partners.

Payment of the incentive scheme will be done upon the acceptance of the deliverables on the agreed milestones as stipulated in the Incubation Contract, if concluded. The incentive cannot be allocated for other expenses than those described in this Open Call.

3. This Call is of a permanent nature, meaning, that it has no closing date for the submission of proposals as long as the ESA BIC Norway has not indicated otherwise. Selection and evaluation of the proposals is scheduled periodically and is stipulated on the following ESA BIC website: www.esabic.no

Participation to the Open Call for ESA BIC Norway

1. Applications are only considered from the applicants fulfilling conditions set in this Open Call and stipulated herewith.
2. Participation to the Open Call is opened to legal entities within the relevant ESA Member State (Member State where the ESA BIC is located), and natural persons, who are resident with a permanent working permit within said Member State. Natural persons are required to demonstrate that, at the time of submission of their proposal to the Open Call, the process of establishment and registration of a legal entity has been initiated. Additionally, if a legal entity has not been established/registered yet, the applicant shall provide the envisaged organisational structure, legal status and share ownership, if applicable, of the company in its proposal. Non-compliance with such requirements will lead to the proposal being ruled non-admissible. A Contract with an applicant can only be signed when the registration of the corresponding legal entity has been completed and, said legal entity acquires full legal capacity.
3. In case of start-up companies with legal personality, the company – represented by its authorised representative(s) – is considered to be the Applicant.
4. In case of legal entities without legal personality, the general partner is considered to be the Applicant.
5. In case the Applicant is a natural person, (s)he is considered to be over eighteen years of age and of sound mind, and therefore able to enter into a binding agreement.
6. All the above categories are hereinafter referred to as ‘Applicant’.
7. This Call explicitly excludes activities promoting, or being related to, alcohol, tobacco, religion, politics, intolerance, violence, firearms, pornography, obscenity, gambling or illegal drugs.

Requirements:

8. Applicants are required to closely follow the instructions provided in this Call when producing and submitting their proposal. (see Addendum 1 to the Contract)
9. Only those Applicants that fulfil all formal requirements (see Section I of Appendix 1) will be accepted for evaluation.
10. Applicants should carefully read the contractual documentation provided in Section II of Appendix 1. The application shall include a

clear, explicit and unambiguous statement whereby the Applicant has read, understood and accepts the terms and conditions contained in the contractual documentation. In case, exceptionally, that the Applicant wishes to propose modifications or amendments, the full text of such modifications or amendments shall be given and the reasons for their being requested be clearly explained as part of the proposal.

Procedure and planning:

11. The evaluation of all proposals received shall take place in accordance with the Agency's and ESA BIC Norway's rules, procedures and requirements.
12. The evaluation procedure is managed locally by Kjeller Innovasjon with the participation of ESA, the Norwegian Spae Centre and Innovation Norway.
13. The Evaluation Board meets periodically to evaluate the proposals received between the last selection process and the published deadline. Proposals will be accepted for the current evaluation round in case they reach the ESA BIC Norway Project Manager within the current deadline, the date of which is published on www.esa.int/bic, [www.esabic.no].
14. Applicants are required to sign the document "general conditions to be accepted by all the candidates" prior to the presentation to the Evaluation Board. See template in Appendix 2.
15. After selection by the Evaluation Board, ESA BIC Norway shall enter into negotiation with the selected Applicants, taking into account the comments and clarification points of the Evaluation Board.
16. Applicants will be informed in writing about the outcome of the evaluation and final decision taken. The Applicant may require, within 10 calendar days following the receipt of such notification, from ESA BIC Norway, an oral debriefing explaining the reasons why their proposal was successful or not.

ESA BIC Norway has the right not to place a contract, if three months after the notification to the successful Applicant no contract has been implemented due to a reason for which the Applicant can be held accountable.

17. Additionally, ESA BIC Norway has right not to place a contract, in case of discrepancy between the envisaged legal entity that the applicant as natural person included in its proposal and the actual established and registered legal entity. These discrepancies may include but are not limited to different organisational structure of the legal entity, its legal status or different shareholders, if there are any.

Miscellaneous:

18. The contents of Applicant proposals shall be treated as confidential.
19. In spite of the efforts undertaken by Kjeller Innovasjon to ensure full confidentiality, the Applicant's idea may through this application (if not specifically protected like for example by patent rights) fall into the public domain. Therefore, we strongly recommend that the Applicant discusses the protection of his/her idea with a dedicated expert in this field prior to application with Kjeller Innovasjon.
- 20. As far as allowed by law, any title held by the Applicant to his/her idea shall remain vested in him/her. This application shall under no circumstances result in the acquisition of any title whatsoever to the idea³.**
21. No expenses incurred in either stage of the application procedure will be reimbursed to the Applicant by Kjeller Innovasjon, the Agency and/or any third party.
22. In no event shall this Call for Proposals be construed as imposing any obligation whatsoever upon Kjeller Innovasjon to enter into negotiations with any Applicant or to enter into any other specific arrangement for business incubation in any of the Agency's establishments.
23. Kjeller Innovasjon and the Agency are committed to ensuring equal opportunities and the elimination of discrimination of any type for all applications complying with the conditions and requirements set forth in this Call.

Your complete proposal with all supporting documents shall be submitted, in electronic form, to the following email address:
nh@kjellerinnovasjon.no

Any queries relevant to the submissions of proposals should be addressed to the above e-mail.

In parallel, 1 (one) signed paper originals should be sent to:

**ESA BIC Norway
c/o Kjeller Innovasjon AS**

³ If the Agency or its Member States require the use of any Intellectual Property Rights, owned by the Incubatee as described in Item 21 here above Agency's programmes, the Incubatee shall be invited to submit a proposal following a request for quotation issued by the Agency. If, for any reason, the Incubatee is not able to submit a proposal within the determined tendering period, or following evaluation, said proposal is not recommended in-line with the ESA Rules and Regulations, the Agency is automatically entitled to a worldwide, irrevocable, transferable, non-exclusive licence to use on "favourable conditions" (i.e. more favourable for the Licensee than market conditions but still allowing reasonable profit for the Licensor) such Intellectual Property Rights for non-commercial purposes within its Scientific Research and Research and Development programmes, with the right to grant sub-licenses.

**Gunnar Randers vei 24,
2007 Skedsmo
Norway**

**For the attention of Nils Haga
Subject: ESA BIC Norway Open Call**

Yours faithfully,

.....[name]
[...] Managing

Appendix 1: Call for proposals ***(for business incubation)***

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Section I: Formal Requirements, Evaluation Process and Criteria

A. Formal requirements

The Applicants are required to follow stringently instructions set out in the following documents (attach to this Open Call as templates in its Appendix 2) and use them as basis for the application to the ESA BIC Norway Open Call.

- 1) ESA BIC Application Cover Letter template with the Requirements Checklist and the Executive Summary;
- 2) ESA BIC Application Business Plan template;
- 3) ESA BIC Application Incubation Proposal template.

It is of a paramount importance to express compliance with each point included in the **Requirements Checklist**, which is enclosed to the Cover Letter template also in Appendix 2 to this Open Call. Instructions (**highlighted in blue in each template**) shall be followed thoroughly in order to fulfil all pre-conditions of the Open Call and in order for the proposal to be further accepted for evaluation.

- The ESA BIC Norway **general application requirements** are applicable to all ESA BICs Applicants.
- The **specific application requirements**, which are indicated in **Appendix 2** to this Permanent Open Call are only applicable for incubation in the ESA BIC Norway. These also have to be followed and fulfilled.

B. Evaluation process

Until further notice by the Agency or ESA BIC Norway, Applicants are invited to submit their proposals for ESA Business Incubation Centre Norway, at all times. Selection and evaluation of the proposals is scheduled periodically and is stipulated on the following ESA BIC website: www.esabic.no

Upon receipt of the proposal, the Agency and its local partners shall first assess the admissibility of the Applicant's proposal. The proposal is only admitted for evaluation in case all formal requirements (See **A** above) have been met.

It is important that the Applicants fulfil preconditions set for the eligibility to participate in ESA BIC Norway Open Call.

If a non-compliance of minor nature is identified, the Applicant may be asked to resubmit an updated proposal within 48 hours, correcting the non-compliances.

If the proposal is considered non-admissible, the Applicant will be informed of such and also specifying the reason for rejection. In all other cases the proposal

shall be rejected. The Applicant is not prevented from re-applying to the next selection campaign.

In case the proposal is compliant with the formal requirements, Applicants will be invited to hold a presentation of the proposal in front of the above mentioned ESA BIC Norway Evaluation Board and to provide answers to any questions the Board might have.

The proposal and the presentation will be marked against the selection criteria detailed under **C** below.

The Applicants shall be notified in writing about the outcome of the evaluation and the final decision taken.

Within 10 calendar days following the receipt of the notification foreseen under the previous paragraph, the Applicant may require from the ESA BIC Norway Contracts Officer an oral debriefing explaining the reasons why his/her application was successful or not.

C. Evaluation criteria

The evaluation shall be based on the way the criteria below have been addressed both in the proposal and during the Applicant's presentation.

-

- **Background and Experience (25%)**
 - o Experience and team composition
 - o Support entities
 - o Vision

- **Technology/Service (20%)**
 - o Space Connection
 - o Technical Feasibility of the product/service to be developed
 - o Product Development Strategy
 - o Intellectual Property Strategy

- **Value proposition & Market (20%)**
 - o Value Proposition
 - o Market
 - o Competition

- **Business Modelling and Risk (15%)**
 - o Revenue model
 - o Finance
 - o Risk

- **Activity Proposal (20%)**
 - o Quality of the Business Activity Proposal (eBAP)
 - o Milestones/cost-planning
 - o Work break down
 - o Management
 - o ESA BIC investment opportunity

Section II: Draft Incubation Contract

DRAFT INCUBATION CONTRACT

Between:

Kjeller Innovasjon AS,
(hereinafter called the "Incubator"),
located at:

Through the ESA Business Incubation Centre Norway at Gunnar Randers veg 24, 2007
Skedsmo, Norway,
(hereinafter called "ESA BIC Norway"),

Represented by Mr. Nils Haga, its manager,

of the one part,

And:

.....,
.....,
Whose Registered Office is at:
.....,
.....

Whose Trade Register Number in is:,.....,

(hereinafter called the "Incubatee")

Represented by, (Name and function to be
specified)Mr/Ms....., its director,

of the other part,

(together, hereinafter referred to as the "Parties" or individually as a "Party")

Commencement Date:
Contract End Date:

the following has been agreed:

P R E A M B L E

1. WHEREAS the European Space Agency (the Agency) is an intergovernmental organisation established by the Convention approved by the Conference of plenipotentiaries of its Member States on 30 May 1975 and which entered into force on 30 October 1980.
2. WHEREAS Article II of the Convention assigns to the Agency the task to promote cooperation in space research and technology and their space applications and to elaborate and implement activities and programmes in the space field.
3. WHEREAS the Agency manages a technology transfer initiative to encourage the utilisation of space technology for general non-space industrial, scientific and commercial uses.
4. WHEREAS as part of the technology transfer initiative the Agency has set up the ESA Business Incubation Centre's (ESA BICs) initiative to enable start-up companies (incubatees) to receive comprehensive commercial and technical assistance in order to set up their business using space technology for such general non-space industrial, scientific and commercial uses.
5. WHEREAS the Agency has chosen to implement and manage the ESA BIC Norway through ESA contract.
6. WHEREAS the ESA BIC Norway is partly funded by the European Space Agency.
7. WHEREAS the Incubatee wishes to participate in the ESA BIC Norway and benefit from the assistance which may be offered to it through the provisions of this Contract.
8. WHEREAS, as part of the assistance offered to the Incubatee, Kjeller Innovasjon and the Incubatee will sign a rental agreement of even date with this Contract for the provision of office accommodation and related equipment and services to the Incubatee.

ARTICLE 1 – CONTRACTUAL BASELINE

1.1. Definitions

For the purpose of this Contract the following words shall have the meanings assigned to them.

“Activity” means all the activities that the Incubatee will undertake under this Contract in relation to its participation in the ESA BIC Norway, including the preparation of the Mid Term Report, the Executive Summary, the Annual Performance Report and the Business Plan and all other obligations and deliverables to be made by the Incubatee under this Contract.

“Annual Performance Report” shall have the meaning set out in Appendix 1, section 5.6.

“Business Plan” shall have the meaning set out in Appendix 1, section 5.5.

“Incubator” means a company providing business development support and office accommodation to start-up companies.

“CCN” shall mean a contract change notice.

“Change Review Board” shall be a board consisting of a contractual and a technical representative of each Party established to discuss and agree upon the approval or rejection of a change proposal, and final CCN.

“Commencement Date” shall mean the date that this Contract shall come into force, as set out in Article 5.

“Confidential Information” shall have the meaning set out in Article 11.2.

“Contract” shall mean an agreement between the Incubator and the Incubatee regulating the Activity.

“Contract End Date” shall mean the date that this Contract shall come to an end, as set out in Article 5.

“Contract Term” shall be the period between the Commencement Date and the Contract End Date.

“Cost Report” shall mean a report detailing all costs incurred in relation to the Activity, to be submitted by the Incubatee to the Incubator.

“Deliverables” shall have the meaning set out in Article 2.

“Disclosing Party” shall mean the Party disclosing Confidential Information.

“Equipment” shall have the meaning set out in Article 3.2.

“ESA BIC Norway” shall have the meaning set out in the Preamble.

“Executive Summary” shall have the meaning set out in Appendix 1, section 5.4.

“Final Report” shall mean the complete statement of the work undertaken by the Incubatee during the Contract Term, as further defined in Appendix 1, section 5.3.

“Intellectual Property Rights” shall mean all rights in copyright, patents, know-how, Confidential Information, database rights, rights in trade-marks and designs (whether registered or unregistered), applications for registration of any of the foregoing and the right to apply for registration, and all other intellectual property rights and equivalent or similar forms of protection existing anywhere in the world.

“Mid Term” shall mean the midpoint date between the Commencement Date and the Contract End Date.

“Mid Term Report” shall have the meaning set out in Article 2.1.1.

“Receiving Party” shall mean the Party receiving Confidential Information.

“Statement of Non Co-incubation” shall mean the statement from the Incubatee that his company shall not be incubated in or receive support of any kind from any other incubator whatsoever for the duration of the Contract Term.

“Technical Support” shall have the meaning set out in Article 3.1.

“Third Party” shall mean any person or entity other than the Agency and the Parties to this Contract or their personnel.

“Third Party Services” shall have the meaning set out in Article 4.

1.2 Contractual baseline

The Incubatee shall perform the Activity in accordance with the following applicable documents listed hereunder in order of precedence:

- 1.2.1 This Incubation Contract;
- 1.2.2 The Agency’s Standard Requirements for Management, Reporting, Meetings and Deliverables as set out in Appendix 1;
- 1.2.3 The Tenancy Agreement (if any);
- 1.2.4 The Minutes of the negotiation meeting held on the DD-MM-YYYY, not attached hereto but known to both parties;
- 1.2.5 The Incubatee’s Business Activity Proposal ref....., dated, Version, not attached hereto but known to both Parties.

ARTICLE 2 – ACTIVITY OF THE INCUBATEE

The Incubatee undertakes to deliver the items mentioned below (the “Deliverables”), as part of the Activity in accordance with the following provisions:

2.1 Documentation

2.1.1 Mid Term Report

At Mid Term, the Incubatee shall provide to the Incubator representatives, described in Article 9.3(a) and (b), a report detailing the technical and commercial work carried out by the Incubatee as part of the Activity during the first half of the Contract Term (“Mid Term Report”). Templates are provided in Appendix 2 herein.

2.1.2 Business Plan

The Business Plan shall be provided to the Incubator technical representative stated in Article 9.3(a) in 2 copies, not later than the Contract End Date.

2.1.3 Final Report and Executive Summary

(a) At least two months prior to the Contract End Date, the Incubatee shall provide ESA BIC Norway with draft versions of the Final Report and the Executive Summary. ESA BIC Norway shall have one month to review the draft documents and provide comments on each to the Incubatee. The Incubatee shall then have the remaining month in which to produce the final version of the Final Report and the Executive Summary and submit them to ESA BIC Norway. Templates are provided in Appendix III herein.

(b) The Final Report and the Executive Summary shall be delivered by the Incubatee to ESA BIC Norway in 3 (2 paper copies and 1 electronic copy) and 6 copies (5 paper copies and 1 electronic copy) respectively.

2.2 Other Deliverables

As part of the Incentive Scheme, it is expected from the Incubatee to deliver proof of the developed product or service. It is to be delivered to the Agency through **Kjeller Innovasjon**.

2.2.1 Software

- a. In the event that the Incubatee develops software under the incubation programme, the Agency shall receive via ESA BIC Norway, from the Incubatee a copy of the software in source code form, it being understood that the Agency shall keep the source code under confidentiality provisions, for purposes of auditing only.
- b. The Incubatee shall deliver such software at the end of the Contract Term or upon the cancellation of this Contract, unless otherwise agreed in writing by the Parties.
- c. In the event it is not feasible to deliver the source code to the Agency via ESA BIC Norway, the Incubatee shall deliver a complete demonstration including hosting server (functional prototype level).
- d. In the event the Agency or its Member States require the use of the software for its own requirements, the Incubatee shall be asked to expressly authorize such use, the terms and conditions of such use to be agreed beforehand and shall be subject following the provisions stated in Article 12 here below.

2.2.2 Hardware

- a) In the event that the Incubatee develops any hardware during the Contract Term and as part of its Activity, the Incubator is entitled to request the Incubatee to loan the hardware to the incubator and/or the Agency for the purposes of displaying it in an exhibition or for the Incubator and/or the Agency's promotional purposes for a period of five (5) years from the end of the Contract Term or from the cancellation of this Contract, unless otherwise agreed in writing by the Parties. ALTERNATIVELY: A dummy.
- b) Any photographs and visual presentations (i.e. an automatic slide show and/or video trailer) of any hardware developed by the Incubatee during the Contract Term and as part of its Activity shall be delivered to Incubator and/or the Agency upon request of the Incubator or the Agency.

ARTICLE 3 – ESA BIC NORWAY UNDERTAKINGS

3.1 Technical Support

- (a) For the purposes of this Contract the Incubator will provide the Incubatee with the following technical support necessary for and directly related to the Activity of Incubatee (referred to as "Technical Support").

a maximum of 80 hrs during the contract term.

- (b) The Technical Support shall be provided for the duration of the Contract Term, unless a shorter period is agreed between the Parties.

- (c) Any information in documentary or other physical form provided to the

Incubatee as part of the Technical Support shall remain the property of the Incubator and shall be returned to the Incubator at the end of the Contract Term or upon the cancellation of this Contract.

- d) For all matters relating to the technical support the responsible technical officer is nominated in Clause 9.3 a).

3.2 Equipment

It is not foreseen the Incubator will loan the Incubatee any equipment.

In the event that during negotiation between the Incubatee and the technical expertise entity concerning the technical development the loan of any equipment is envisaged, all conditions will then be defined in the related meeting minutes.

3.2 Software

It is not foreseen the Agency and/or the incubator will loan the Incubatee any equipment.

In the event that during negotiation between the Incubatee and the technical expertise entity concerning the technical development the loan of any software is envisaged, all conditions will then be defined in the related meeting minutes.

ARTICLE 4 – SERVICES TO BE PROVIDED BY THIRD PARTIES

The Incubatee shall notify the incubator when entering into agreements with Third Parties to obtain specific advice/product relevant to the Activity (“Third Party Services”). The Incubator shall bear no responsibility for such advice or product.

For the purposes of this Article it is hereby understood that the incentive funding shall be spent in Norway unless the product/service is not available in such territory and within the boundaries stated on Article 7.1 (Financial Contribution) hereto.

ARTICLE 5 – CONTRACT TERM

This Contract shall enter into force upon signature by the legal representatives of both Parties (“Commencement Date”) and shall continue in force until (“Contract End Date”), unless it is cancelled or otherwise terminated in accordance with Article 16. In no case shall the Contract Term exceed the duration of 2 (two) years.

ARTICLE 6 – MEETINGS AND REPORTING REQUIREMENTS

Full details of reporting and meeting requirements are set out in Addendum 2 and Addendum 3.

ARTICLE 7 – FINANCIAL CONTRIBUTION AND PAYMENT

7.1. Financial Contribution

7.1.1 The total financial contribution to the Activity (the “incentive”) will be:

- Funding by ESA: **up to** 25,000 EUR for product development, prototyping, software development, and IPR,
- A grant from Innovation Norway (“local co-fundning”) of [... EUR = at least the same amount as the funding from ESA], to be used in accordance with the criteria for the Commercialisation grant outlined by Innovation Norway.

7.1.2 For the purpose of this Contract the above mentioned total financial contribution is stated to be a ceiling which amount shall not be exceeded and for which the incubatee shall perform the Activity in full.

7.1.2.1 At the end of the Contract Term the incubatee shall deliver a cost report, detailing all costs incurred, with all invoices attached.

7.1.2.2 For the ESA part of the incentive, the incubatee shall prove all expenses from the funding solely with **third parties’ invoices** used for product development, prototyping, software development and IPR, following the provisions on Article 4 here above. The incubatee is not authorized to use the above stated funding for reimbursement of his own hours spent in the project.

7.1.3 The above amount does not include any taxes and duties.

7.2 Payment Terms

All payments shall be made according to the provisions of this Article 7.

7.3 Categories of Payment

Relative to the financial contribution set out under Article 7.1, shall make the following payments to the Incubatee:

7.3.1 Progress Payments

- a. The Incubator shall authorise progress payments in connection with this Contract.
- b. Progress payments are not final payments and shall be deducted from the sums due to the Incubatee under this Contract.
- c. Except with the specific agreement of the incubator, the Incubatee shall not divert to uses not provided for in this Contract any material or services in respect of which advances or progress payments have been made. In the event of any violation of this provision the

Incubator reserves the right to require the return of the progress payments without prejudice to its rights under Article 16.

7.4 Final Settlement

7.4.1 The Incubatee shall be allowed to claim final settlement when all the Incubatee's obligations under this Contract have been fulfilled.

7.4.2 Final settlement to the Incubatee is due by Kjeller Innovasjon (The Incubator) upon:

- a) receipt by Kjeller Innovasjon of the Cost Report;
- b) receipt by Kjeller Innovasjon of all relevant invoice(s) from the Incubatee with a clear indication of all the invoices paid with the funding provided under this contract; and
- c) certification by Kjeller Innovasjon of the satisfactory completion of the Activity under this Contract.

7.4.3 Unless otherwise provided for in this Contract, a period of one (1) month shall be granted to The Incubator for the execution of the final payment.

7.4.4 The Incubator shall make the following payments:

MILESTONE DESCRIPTION	SCHEDULE DATES	ESA AMOUNT IN EURO	REGIONAL CONTRIBUTIONS (In accordance with the procedures from Innovation Norway)
PROGRESS I: Upon signature of the incubation contract by both parties of this contract		10,000	
PROGRESS II: Upon successful MTR, acceptance by Kjeller Innovasjon TO of MTR report, business plan and all related deliverables		10,000	
FINAL: Upon acceptance by Kjeller Innovasjon Of all Deliverables under the contract, including Final Report, business plan, the hardware		5,000	

and/or software and upon acceptance by Kjeller Innovasjon of the Incubatee's Cost Report			
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i. Invoices, place and payments

- 7.5.1 The Incubatee is required to submit invoices for all payments due under this Contract.
- 7.5.2 Payments shall be made by The Incubator in EUR to the account specified by the Incubatee, see Article 7.1.1. hereabove. Such information shall clearly indicate the IBAN (International Bank Account Number) and BIC/SWIFT (Bank Identification Code). Payments shall be considered as effected on time if the **The Incubator** orders of payment reach its bank within the payment period stipulated in Article 7.4.3 above.
- 7.5.3 Any special charges related to the execution of payments will be borne by the incubatee.

ARTICLE 8 – DE MINIMIS AID

- 8.1 Any aid granted to the Incubatee that originates from Innovation Norway and that is provided under this Contract to the Incubatee by Innovation Norway falls under the terms of the Commission Regulation (EU) No 1407/2013 of 18 December 2013 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to *de minimis* aid.

ARTICLE 9 – PARTIES REPRESENTATIVES AND COMMUNICATIONS

- 9.1 All correspondence affecting the terms and conditions of this Contract and concerning its execution shall be made or confirmed in writing. All communications or correspondence between the Parties shall be in English.
- 9.2 All correspondence for either Party shall be sent to both representatives of each Party stated in Articles 9.3 and 9.4, i.e. depending on the subject, addressed to one representative with a copy to the other.
- 9.3 For the purpose of this Contract ESA BIC Norway representatives are:
- (a) For technical, administrative matters and contractual:

Mr/Mrs. Nils Haga
ESA BIC Norway
Gunnar Randers vei 24, N-2007 Kjeller, Norway

Tel.: +47 9114 2907
Fax.:
email: nh@kjellerinnovasjon.no

(b)

(c) For Incubator's technical support (Article 3 here above) matters:

Mr./Mrs.

E-mail:
Tel.:
Fax.:

9.4 For the purpose of this Contract the Incubatee's representatives are:

(a) For technical matters:

E-mail:
Tel.:
Fax :

(b) For contractual and administrative matters:

E-mail:
Tel.:
Fax :

ARTICLE 10 – PUBLICITY AND VISUAL IDENTITY OF INCUBATEES

10.1 Publicity

10.1.1 The Incubatee shall not produce or disseminate any form of communication material, press releases or other publicity documents, including the Incubatee's advertising and news bulletins, which are intended by the Incubatee for the press, internet / web-sites or television, which refer to BIC MANAGEMENT COMPANY, ESA, ESA BIC Norway's or any aspect of ESA BIC Norway activities, or permit any Third Party to do so, without the prior written consent of BIC MANAGEMENT COMPANY.

10.1.2 BIC MANAGEMENT COMPANY shall not produce or disseminate any form of communication material, press releases or other publicity documents which are intended by ESA BIC Norway for the press, internet / websites or television, which refer to the Incubatee or any aspect of the Incubatee's activities, or permit any Third Party to do so, without the prior written consent of the Incubatee's contractual representative or his duly authorised representative.

10.2 Visual Identity of the Incubatee

10.2.1 The Incubatee shall not use the official emblem of ESA, ESA BICs or ESA BIC Norway or any other logo or trademark which may be owned or used by the Agency or BIC MANAGEMENT COMPANY for any purpose whatsoever, unless stated in this Article.

10.2.2 The Incubatee may place the logo attached hereto in Appendix 4 and the following text line, in full and without amendment, on its promotional material and publicity documents, including exhibition and conference material and its internet site, as long as it is linked to www.esa-bic.com and stated as a partner of the company, but not on its products or any other material which it produces:

"[name of the techno-starter] is participating in the ESA Business Incubation Centre Norway" is referred to as the Text Line. Usage of the ESA BIC Norway location Logo and Text Line by the Incubatee shall be subject to the following conditions:

- (a) the Incubatee shall submit to BIC MANAGEMENT COMPANY's, Kjeller Innovasjon, contractual representative or his duly authorised representative for prior written approval all promotional material and publicity documents, on which the Text Line is to appear or is intended to be used, which approval may be withheld or withdrawn from any material or documents at any time at the BIC MANAGEMENT COMPANY's discretion;
- (b) the prior approval of the BIC MANAGEMENT COMPANY for the use of the logo and/or Text Line shall not constitute an endorsement or approval of the Incubatee's Activity, products or services, or of their quality, technology or suitability for a particular use, neither shall it constitute verification by BIC MANAGEMENT COMPANY of the compatibility of materials produced by the

Incubatee with applicable law and regulations, and the Incubatee shall refrain from using any statements which could suggest otherwise;

- (c) any use of the Logo and/or Text Line on amended or revised promotional material and publicity documents shall be subject to the same approval process as the original material and documents;
- (d) the Text Line may be translated into a different language other than English, subject to the approval of the BIC MANAGEMENT COMPANY's contractual representative or his duly authorised representative; and
- (e) no use of the Logo neither the Text Line shall be made in connection with material, products or documents that:
 - a. constitute an infringement of law and/or legal provisions;
 - b. undermine the reputation and dignity of the Agency or ESA BIC Norway; and
 - c. promote or are related to alcohol, tobacco, religion, political affairs, intolerance, violence, firearms, pornography, obscenity, gambling, and narcotic drugs.

10.2.3 The Incubatee shall keep appropriate records of the extent of its use of the Logo and Text Line, stating in particular the nature and time of use of the Logo and Text Line on its material, products and documentation. The Incubatee shall provide the EAS BIC Norway's contractual representative or his duly authorised representative with information and documents to evidence such use.

10.2.4 The use by the Incubatee of the Logo and Text Line shall terminate upon the cancellation or expiry of this Contract as described in Article 16, unless specified in writing by ESA BIC Norway and the Agency and the following Clauses here below.

10.2.5 Incubatees which successfully conclude the ESA BIC Norway programme ("Alumni") shall be allowed to use the following Text Line, in its marketing material together with ESA BIC Norway location Logo, including exhibition and conference material (not on products nor materials) and its internet site, as long as it is linked to www.esa-bic.com and stated as a partner of the company.

"[name of the techno-starter] is an Alumnus of ESA Business Incubation Centre Norway [graduation year]" is referred to as the Text Line together with ESA BIC Norway location Logo.

10.2.6 Alumni using the text line have the obligation to report its use on a yearly basis to the Agency for as long as the text line is used. The Agency may withdraw the right to use the text line at any time for any reason.

10.3 The Agency has set-up and registered "Space Solutions" trademark to be used by techno-starters on their products. To use this trademark, the techno-starter has to enter into a licensing agreement with the Agency and pay a fee. Details can be found on <http://www.esa.int/spacesolutionslogo>.

ARTICLE 11 – CONFIDENTIALITY

- 11.1 Each Party shall observe complete discretion with regard to all matters related to the activities of the other Party and each Party will ensure compliance by its employees and agents with the obligations of confidence set out in this Article 11 and assumed by that Party in relation to the other Party.
- 11.2 Neither Party shall disclose any documentation, information or materials obtained from the other Party, whether marked (by way of example as, “confidential” or “proprietary information”) or un-marked (“Confidential Information”), to any Third Party whatsoever without the prior written consent of the other Party in which case the other Party may require the recipient to sign a non-disclosure agreement. For the purposes of this Article 11, documentation shall include any final documentation deliverable under this Contract with the exception of the Executive Summary.
- 11.3 Each Party may disclose Confidential Information on a strictly “need to know” basis to:
- its employees;
 - its professional agents;
 - ESA BIC Norway partners.
- 11.4 On the Contract End Date, or upon the earlier termination or cancellation of this Contract in accordance with Article 16, the Receiving Party shall promptly return to the Disclosing Party or otherwise certify the destruction of all Confidential Information, with exception of the Deliverables provided by the Incubatee to Kjeller Innovasjon.
- 11.5 The obligations in this Article 11 shall not apply to Confidential Information:
- which is in the public domain at the time of disclosure or becomes part of the public domain after disclosure otherwise than through a breach of this Contract;
 - for which the Receiving Party can provide documentary evidence that it was in its lawful possession prior to disclosure to it by the Disclosing Party or which is lawfully and bona fide obtained thereafter by the Receiving Party from a Third Party who, to the knowledge or reasonable belief of the Receiving Party, did not receive the Confidential Information directly or indirectly from the Disclosing Party when under a duty of confidentiality;
 - which, at the time of circulation is already known by the Receiving Party (as evidence in writing) and is not hindered by any obligation not to circulate; or

- which is required to be circulated by governmental or judicial order or applicable law.

11.6 The contents of this Contract are Confidential Information.

11.7 The obligations set out in this Article 11 shall survive the termination, cancellation or expiry of this Contract.

ARTICLE 12 – INTELLECTUAL PROPERTY

12 Ownership

12.1 The Incubatee shall own all Intellectual Property Rights arising out of the Activity performed under this Contract as may be granted by law, as far as no infringement of Third Party rights occurs.

12.2 Use of Intellectual Property Rights by the Agency

12.2.1 If the Agency or its Member States require the use of any Intellectual Property Rights, owned by the Incubatee as described in Article 12.1, for the performance of the Agency's programmes, the Incubatee shall be invited to submit a proposal following a request for quotation issued by the Agency.

If, for any reason, the Incubatee is not able to submit a proposal within the determined tendering period, or following evaluation, said proposal is not recommended in-line with the ESA Rules and Regulations, the Agency is automatically entitled to a worldwide, irrevocable, transferable, non-exclusive licence to use on "favourable conditions" (i.e. more favourable for the Licensee than market conditions but still allowing reasonable profit for the Licensor) such Intellectual Property Rights for non-commercial purposes within its Scientific Research and Research and Development programmes, with the right to grant sub-licenses.

Notwithstanding the above provisions of this Sub-Clause, shall the Incubatee provide the Agency with conclusive evidence that granting said licence would cause it to suffer economic hardship, the Agency's authorised representatives may jointly, on a case by case basis, waive this right.

12.2 2 When transferring any Intellectual Property Rights, of which the Incubatee retains the ownership in accordance with Article 12.1, to an assignee the Incubatee shall ensure that the Agency's and its Member States' rights, as set out in Article 12.2.1 of this contract, are reassigned to the new assignee.

12.3 Transfer of Intellectual Property Rights outside the ESA Member States;

The Incubatee shall inform the ESA BIC Norway's technical representative, as stated in Article 9.3(d), well in advance of its intention to transfer outside the

Agency's Member States any Intellectual Property Rights arising from this Contract.

ARTICLE 13 – LIABILITY

13.1 Limitations of Liability

13.1.1 Neither Party excludes its liability to the other Party for:

- (a) death or personal injury caused by its negligence or that of its employees or agents;
- (b) fraud, including fraudulent misrepresentations; and
- (c) liability under Articles 11 and 12.

13.1.2 Limitation of Liability

Subject to Article 13.1.1, the liability of one Party towards the other under or in connection with this Contract whether arising from negligence, breach of contract or any other obligation or duty shall not exceed, an amount equivalent to 50,000 EURO (Fifty Thousand EURO), per event or series of connected events.

13.2 Infringements of the Law

13.2.1 ESA BIC Norway, the Incubator or the Agency shall not be responsible if the Incubatee infringes any existing and/or future national, communal or provincial laws or decrees, rules or regulations in force in Norway or in any other country whatsoever.

13.2.2 The Incubatee shall indemnify ESA BIC Norway and the Incubator from and against all claims, proceedings, damages, costs and expenses arising out of any infringement of the Incubatee's obligations under this Contract.

13.3 Infringement of the Rights of ESA BIC Norway Partners

13.3.1 The Incubatee shall indemnify the ESA BIC Norway partners from and against all claims, proceedings, damages, costs and expenses arising from the infringement of Intellectual Property Rights of third-parties with respect to the subject matter of this Contract - excluding any infringement resulting from the use of documents, patterns, drawings or goods supplied by the ESA BIC Norway partners through the Incubator - which may be made, or brought against the ESA BIC Norway partners, or to which the ESA BIC Norway partners may be put by reason of such infringement or alleged infringement.

13.3.2 The Incubator shall notify the Incubatee immediately of any written claim or notice of infringement of third-party rights that it receives concerning the subject matter of this Contract.

13.3.3 The Incubatee shall immediately take all necessary steps within the Incubatee's competence to prevent or end a dispute and shall assist the ESA BIC Norway partners to defend any such dispute, or make settlement in respect of any claim or notice of infringement or suit for infringement.

13.3.4 The Parties shall notify each other of any known Intellectual Property Rights connected with the use of documents, patterns, drawings and goods supplied by one Party to the other or connected with the execution of the specifications laid down by the other Party.

13.4 Compensation for Damage Caused to Goods and Property

Claims in respect of damage shall be settled as follows.

13.4.1 Direct Damages

(a) The Incubatee shall indemnify ESA BIC Norway partners against, and shall be personally responsible for, direct damage to property and equipment to the extent that such damage is caused by the negligence of the Incubatee and the Incubatee's personnel or agents.

(b) The Incubator and ESA BIC Norway partners shall indemnify the Incubatee against, and shall be personally responsible for, direct damage to the Incubatee's property and equipment to the extent that such damage is caused by the negligence of ESA BIC Norway partners or their staff or agents.

13.4.2 Indirect or Consequential Damages

(a) The Parties shall in no circumstances be liable for indirect or consequential damages such as loss of use, loss of business, loss of data, loss of rights, loss of services, loss of goodwill, Third Party claims to the extent that they represent the indirect loss of a Third Party, loss of revenues or anticipated savings, or for any indirect financial loss or indirect economic loss or for any indirect or consequential loss or damage whatsoever suffered by the other Party.

(b) The Parties shall in no circumstances be liable for loss of profit, whether direct or indirect.

13.5 Damages to Third Parties by the Incubatee

The Incubator shall not be liable for any damage caused by the personnel or agents of the Incubatee to a Third Party during the performance of this Contract.

ARTICLE 14 – CHANGES TO THIS CONTRACT

14.1 Introduction of a Change

14.1.1 For all changes to this Contract, whether requested by the Incubator or initiated by the Incubatee, the Incubatee shall submit a proposal for a CCN.

14.1.2 The Incubatee shall ensure -in liaison with the Incubator- that each change proposal is fully coordinated and that all reasonably foreseeable implications of the change have been considered by the Incubatee and the Incubator. The Incubatee shall, on the request of the Incubator, provide additional documentary evidence of the effect of the change to both Parties.

14.2 Approval or Rejection of the Change Proposal

14.2.1 Should the change proposal be approved by the Incubator, a corresponding CCN shall be prepared by the Incubator's contractual representatives as stated in Article 9.3(b) and submitted to both Parties for signature.

14.2.2 Should a change proposal be rejected for any reason by the Incubator, the Incubatee shall be informed accordingly, together with the reasons for the rejection. At the request of either Party, the change may be discussed at a Change Review Board, consisting of a contractual and a technical representative of each Party.

14.3 Implementation and Status of an Approved CCN

Upon the signature of a CCN by both Parties, the CCN will have immediate effect and constitutes a binding contractual agreement between the Parties. The Incubatee shall implement the change in accordance with the implementation dates agreed in the CCN.

ARTICLE 15 – POST INCUBATION MANAGEMENT

On each anniversary of the end of the Contract Term, during 10 years, subject to losing the right to use the *[ESA BIC Norway logo or text line]* if non-compliant, the Incubatee shall prepare and submit an Annual Performance Report (see Appendix 1, point 5.6 annual performance report) to the Incubation Manager of ESA BIC Norway, as stated in Article 9.3(a), as well as to the European Space Agency's Technical Representative, as follows:

Mr B.Naulais (TEC-ST) E-mail: Bruno.Naulais@esa.int

ESTEC
P.O. Box 299,
2200 AG Noordwijk, NL

Tel.: + 31 71 56 54711
Fax.: + 31 71 56 56635

ARTICLE 16 – TERMINATION

16.1 Right of Termination

16.1.1 Each Party reserves the right, after full consideration of all relevant circumstances and following a formal notification, to terminate a Contract in the event of a material breach of a contract by the other party.

16.1.2 In the event of such termination, the Incubatee shall keep the amounts already paid for achieved milestones, if any, and shall be entitled to claim the cost, based on properly documented evidence produced by the Incubatee and accepted by ESA BIC Norway.

16.1.3. ESA BIC Norway shall in no circumstances be liable to pay any sum which deviates from the provisions set out in Article 7.1 herein or when added to the other sums paid, due or becoming due to the Incubatee under this Contract by ESA BIC Norway, exceeds the total contractual payments due by ESA BIC Norway to the Incubatee, as set out in Article 7.1.

16.1.4. Article 13 of this present Contract shall not be, by the termination, affected.

16.1.5 Termination in special cases

ESA BIC Norway may at any time terminate the Contract by giving written notice with immediate effect in any of the following events:

- a) if the Incubatee becomes insolvent or if his financial position is such that within the framework of his national law, legal action leading towards bankruptcy may be taken against him by his creditors;
- b) if the Incubatee resorts to fraudulent practices in connection with the Contract, especially by deceit concerning the nature, quality or quantity of the supplies, and the methods of processes of manufacture employed or by the giving or offering of gifts or remuneration for the purpose of bribery to any person in the employ of ESA BIC Norway or acting on its behalf, irrespective of whether such bribes or remuneration are made on the initiative of Incubatee or otherwise.

16.1.6 In case of Force Majeure and if the Force Majeure event and its consequences continue for more than three (3) Months from the start date of the Force Majeure event, either Party may terminate the Contract by giving not less than two (2) Month notice to the other party.

16.1.7 In case of termination due to Force Majeure the amount to be paid shall be based on the Article 17.1.2. No other payments shall be due by ESA BIC Norway to the Contractor.

16.2 Consequences of Termination

Any information, in documentary or other physical form, pertaining to the Activity carried out by the Incubatee during the Contract Term, remains the property of ESA BIC Norway and shall be handed over to ESA BIC Norway upon the expiry or termination of this Contract. This shall include:

- (a) any information and documentation under Article 3.1;
- (b) any equipment under Article 3.2;
- (c) any software under Article 3.3.

The Incubatee shall deliver to ESA BIC Norway all documentation that would have been needed for the Final Settlement had the Incubatee completed the Activity in full (see Article 8.3), and the Incubatee agrees to reimburse to ESA BIC Norway any amount that would not be found acceptable for the Final settlement had the Contract not been prematurely terminated.

ARTICLE 17 - ASSIGNATION OF THIS CONTRACT

The Incubatee shall not be permitted to assign its rights and/ or transfer its obligations under this Contract in whole or in part.

ARTICLE 18 – DISPUTE SETTLEMENT

- 18.1 This Contract shall be governed by the laws of Norway.
- 18.2 The Parties will consult with each other promptly when events occur or matters arise that may occasion a question of interpretation or implementation of the terms of this Contract. Any issue of interpretation or implementation of this Agreement that cannot be settled by the designated points of contact shall be referred to arbitration.
- 18.3 Any dispute arising out of the interpretation or implementation of this Agreement that cannot be settled through the consultations referred to in Article 18.1 above may, at the request of either Party, be submitted to arbitration according to the Rules of Arbitration of the International Chamber of Commerce. The arbitral tribunal shall sit in Oslo, Norway and the language of the arbitration shall be English. The enforcement of the award shall be governed by the rules of procedure in force in Norway.

ARTICLE 19 – DATA PROTECTION

19.1 To the extent that is reasonably necessary, in connection to the Incubatee’s activities under this contract, his data may be disclosed to others, including staff of ESA BIC Norway and all ESA BIC Norway partners, for any studies and/or reporting that may be carried out by the Agency and/or the Incubator. The Incubatee hereby consents to the recording, processing, use and disclosure of personal data related to him as set out here above (including the recording, processing, use and disclosure of his sensitive personal data to the extent required by reason of the contractor’s performance of the activities under this contract) including the transmission of such data between Norway and other countries for the fulfilment of the above requirements.

Done and signed in three (2) original copies, one for each Party to this Contract,

on behalf of the ESA BIC Norway:

Mr/Mrs.

Date : _____

on behalf of the Incubatee:

Mr/Mrs.

Date : _____

Spelled name:

Position:

ADDENDUM 1 – STANDARD REQUIREMENTS FOR MANAGEMENT, REPORTING, MEETINGS AND DELIVERABLES

This document contains the standard requirements for management, reporting, meetings and deliverables for contracts to be placed by Kjeller Innovasjon in regard to the ESA BIC Norway.

1. CONTRACTUAL BASELINE

The Incubatee is a start-up company in the early stage development of its commercial enterprise, applying space technology or systems to non-space applications, including industrial, scientific and commercial uses (“spin-off”) or using non space technology for proposing products and services for the space sector (spin-in”). As a start-up company the Incubatee requires business development support, technical and commercial advice and marketing expertise to be able to commercialise its product or service through:

- developing its commercial focus;
- enhancing or creating its business plan;
- elaborating on its business outline proposal;
- making relevant use of Third Party advisors;
- establishing a sound financial, commercial and marketing model;
and
- performing additional technical activities, functional to the above activities as required.

2. MANAGEMENT

2.1 General

The Incubatee shall implement effective and economical management for the work to be performed under this contract. The nominated representative of the Incubatee shall be responsible for the management and execution of the work to be performed.

2.2 Communications

All communications sent by the Incubatee to Kjeller Innovasjon shall be addressed to Kjeller Innovasjon’s representatives nominated in Article 9.3 of this Contract.

3. REPORTING

3.1 Minutes of Meetings

The Incubatee is responsible for the preparation and distribution of minutes of meetings held in connection with this Contract. Electronic and paper versions of the minutes of each meeting shall be issued and distributed to all participants and to Kjeller Innovasjon's representatives, not later than ten (10) days after the meeting concerned was held.

3.2 Progress Reports

Every three (3) months, the Incubatee shall provide a progress report to Kjeller Innovasjon's representatives, covering the Activity. This report shall provide details of:

- action items completed during the reporting period;
- description of progress: events accomplished etc.;
- problem areas, if any, and corrective actions planned and/or taken;
- events anticipated during the next reporting period;
- further details to be provided on a case-by-case basis

3.2 Problem Notification

The Incubatee shall notify Kjeller Innovasjon's representatives of any problem likely to significantly impact the progress of the Activity.

4. MEETINGS

4.1 Kick-off Meeting

The kick-off meeting shall take place at Kjeller Innovasjon's premises or by teleconference at the beginning of the Contract Term.

4.2 Mid Term Review

At Mid Term a meeting shall be held ("Mid Term Review"), where the Incubatee shall present the Mid Term Report, to verify the status of the Activity and to confirm its feasibility.

4.3 Additional Meetings

Additional meetings may be requested either by Kjeller Innovasjon or the Incubatee.

4.4 Notice and Agenda for Meetings

For all meetings the Incubatee shall ensure that proper notice to is given at least two (2) weeks in advance of when Kjeller Innovasjon's participation is foreseen to be required. The Incubatee is responsible for ensuring the participation of the Incubatee's personnel and/or third party advisors, as needed.

For each meeting the Incubatee shall propose an agenda in electronic form and shall compile and distribute handouts of any presentation given at the meeting.

5. DELIVERABLES

5.1 Documentation to be delivered

In addition to the documents to be delivered according to section 3 above, the documentation set out in this section 5 shall also be deliverable.

All documentation Deliverables mentioned in this section 5 (including all their constituent parts) shall be delivered as follows:

- 5.1.1 in electronic form on computer readable media (e.g. PDF-format, CD-ROM, DVD-ROM) as agreed by Kjeller Innovasjon, and in other exchange formats where relevant (e.g. HTML).

5.2 Mid Term Report

The Incubatee shall document in detail the status of its technical and commercial progress in relation to the Activity in the Mid Term Report and confirm the feasibility of the Activity. The Mid Term Report shall furthermore contain all invoices relevant to the Third Party Services obtained by the Incubatee in accordance with Article 4 of this Contract. The Mid Term Report shall be presented by the Incubatee to Kjeller Innovasjon at the Mid Term Review. The Incubatee shall submit the presentation of the Mid Term Report to Kjeller Innovasjon two (2) weeks in advance of the Mid Term Review meeting.

5.3 Final Report

A report shall be produced by the Incubatee at the end of the Contract Term. It shall be a complete statement of all the work undertaken by the Incubatee during the Contract Term, including the activities functional to the Business Plan ("Final Report"). It shall not refer to any other report that may have been provided by the Incubatee and shall detail the full results of the Activity to include:

- (a) lessons learned;
- (b) details of the support received from Kjeller Innovasjon and/or any other support entity ESA BIC Norway partners;
- (c) contacts established;
- (d) description of technical developments;
- (e) financial details;

- (f) all invoices relevant to the Third Party Services obtained by the Incubatee in accordance with Article 4 of this Contract.
- (g) licences granted and patent filings and applications;
- (h) photographic documentation
- (i) ... [*further input by ESA BIC Norway required on a case by case basis*]

5.4 Executive Summary to the Final report

The Incubatee shall prepare a summary which shall concisely summarise the findings of the Incubatee in performing the Activity (“Executive Summary”). It shall be suitable for non-experts and should also be appropriate for publication, including on a web page. For this reason, it shall not contain any confidential information. The Executive Summary shall not exceed three (3) to four (4) pages of text with coloured illustrations or photographs, if appropriate. It shall also be delivered to Kjeller Innovasjon by the Incubatee in HTML format.

5.5 Business Plan

The Incubatee shall produce a business plan that sets out the Incubatee's expected course of action for next period of the development of the company, including a detailed listing and analysis of risks and uncertainties (“Business Plan”). The Business Plan should also examine the proposed products (including scientific and technical requirements and feasibility), the market, the industry, the management policies, the marketing policies, production needs and financial needs of the Incubatee and may be used as a prospectus for potential investors and lenders and participation in the Agency's Investment Forum at a later stage.

5.6 Annual Performance Report

The annual performance report shall describe the sales made and/or licences granted by the Incubatee during the preceding twelve (12) months (“Annual Performance Report”). The Incubatee shall submit this to Kjeller Innovasjon and to the Agency (according to Article 15 of the contract) in one (1) paper copy and in electronic form on each anniversary of the end of the Contract Term, during 10 years.

5.7 Photographic Documentation

Photographic documentation comprises photographs of events organised by the Contractor and photographs of hardware under manufacture by the Start-ups showing major progress, as well as of tests and test set-ups. Videos presenting the functioning of hardware/test set-up and relating test activities may also be included in this category.

5.8 Software (including computer programmes)

Copy of the software developed by the Incubatee shall be a deliverable.

The Start-ups shall provide a demonstration of the software to Kjeller Innovasjon's representative including a trailer/movie clip illustrating the use and application of their developed software program for the purpose of ESA exhibitions.

5.9 Hardware

A prototype or product manufactured by the start-up. In case of very high production costs, the start-up can keep the original prototype and deliver a mock-up of the prototype. Start-ups shall however keep the prototype available for lending it to ESA for exhibitions.

ADDENDUM 2 – LOGO



**business
incubation
centre**
Norway

**business
incubation
centre**
Norway