



DE LA RECHERCHE À L'INDUSTRIE

# Horizon Europe

**G.Decroix**

FuSuMaTech 2021 : annual meeting -21/04/2021

## HORIZON EUROPE

## EURATOM

### SPECIFIC PROGRAMME: EUROPEAN DEFENCE FUND

*Exclusive focus on  
defence research  
& development*

Research  
actions

Development  
actions

### SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT\*

*Exclusive focus on civil applications*



**Pillar I**  
EXCELLENT SCIENCE

European Research Council

Marie Skłodowska-Curie

Research Infrastructures



**Pillar II**  
GLOBAL CHALLENGES &  
EUROPEAN INDUSTRIAL  
COMPETITIVENESS

Clusters

- Health
- Culture, Creativity & Inclusive Society
- Civil Security for Society
- Digital, Industry & Space
- Climate, Energy & Mobility
- Food, Bioeconomy, Natural Resources, Agriculture & Environment

Joint Research Centre



**Pillar III**  
INNOVATIVE EUROPE

European Innovation  
Council

European Innovation  
Ecosystems

European Institute of  
Innovation & Technology\*

### WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

Widening participation & spreading excellence

Reforming & Enhancing the European R&I system

Fusion

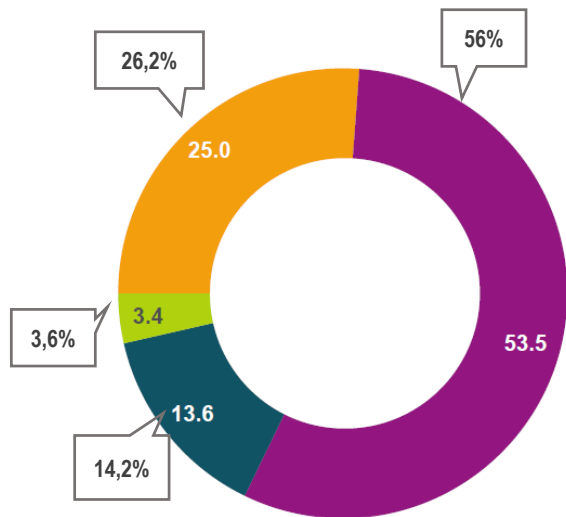
Fission

Joint  
Research  
Center

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

## €95.5 billion (2021-2027)

Including €5.4 billion from Next Generation Europe (NGEU), programme of EU recovery from COVID-19 crisis



### Political agreement December 2020

€ billion in current prices

- Excellent Science
- Global challenges and European ind. comp.
- Innovative Europe
- Widening Part and ERA

## Lessons Learned

from Horizon 2020 Interim Evaluation



Support breakthrough innovation



Create more impact through mission-orientation and citizens' involvement



Rationalise partnerships' landscape



Reinforce openness



Strengthen international cooperation



Encourage participation



## Key Novelties

in Horizon Europe

European Innovation Council

EU Missions

New approach to partnerships

Open science policy

Extended association possibilities

Spreading Excellence



## European Innovation Council

Support to innovations with breakthrough and disruptive nature and scale up potential that are too risky for private investors (**70% of the budget earmarked for SMEs**)

**European  
Innovation Council –  
a one-stop-shop**

- **Helping researchers and innovators create markets of the future, leverage private finance, scale up their companies**
- **Innovation centric, risk taking & agile, pro-active management and follow up**
- **Mostly 'bottom up', but also targeting strategic challenges**
- **EIC Programme Managers to develop visions for breakthroughs and steer portfolios**

Complementary instruments bridging the gap from idea to market

### PATHFINDER

R&I grants  
(from early technology  
to proof of concept)

### TRANSITION

R&I grants  
(proof of concept to  
pre-commercial)

### ACCELERATOR

Grants & investment (via EIC Fund) for  
single SMEs & start-ups  
(from pre-commercial to market & scale-up)



## EU Missions

### R&I Missions

Relating EU's research and innovation better to society and citizens' needs; with strong visibility and impact

A mission is a portfolio of actions across disciplines intended to achieve a **bold and inspirational and measurable goal** within a set timeframe, with **impact** for society and policy making as well as relevance for a significant part of the European population and wide range of European citizens.

Horizon Europe defines mission characteristics and elements of governance, and **5 missions areas**. Specific missions will be programmed within the Global Challenges and European Industrial Competitiveness pillar, but may also benefit from actions carried out within other parts of the Programme as well as complementary actions carried out under other Union programmes.

### Five Missions Areas



Adaptation to climate change, including societal transformation



Cancer



Healthy oceans, seas, coastal & inland waters



Climate-neutral & smart cities



Soil health & food



### **Conquering Cancer: Mission Possible**

Targets by 2030: more than 3 million more lives saved, living longer and better, achieve a thorough understanding of cancer, prevent what is preventable, optimize diagnosis and treatment, support the quality of life of all people exposed to cancer, and ensure equitable access to the above across Europe.



### **A Climate Resilient Europe - Prepare Europe for climate disruptions and accelerate the transformation to a climate resilient and just Europe by 2030**

Targets by 2030: prepare Europe to deal with climate disruptions, accelerate the transition to a healthy and prosperous future within safe planetary boundaries and scale up solutions for resilience that will trigger transformations in society.



### **Mission Starfish 2030: Restore our Ocean and Waters**

Targets by 2030: cleaning marine and fresh waters, restoring degraded ecosystems and habitats, decarbonising the blue economy in order to sustainably harness the essential goods and services they provide.



### **100 Climate-Neutral Cities by 2030 -by and for the citizens**

Targets by 2030: support, promote and showcase 100 European cities in their systemic transformation towards climate neutrality by 2030 and turn these cities into innovation hubs for all cities, benefiting quality of life and sustainability in Europe.



### **Caring for Soil is Caring for Life**

Targets by 2030: at least 75% of all soils in the EU are healthy for food, people, nature and climate. The proposed mission combines research and innovation, education and training, investments and the demonstration of good practices using “Living labs” (experiments and innovation in a laboratory on the ground) and “Lighthouses” (places to showcase good practices).



## New approach to European Partnerships

New generation of objective-driven and more ambitious partnerships in support of agreed EU policy objectives

### Key Features

- **Strategic orientation**
- **Systemic approach**
- **Simple architecture and toolbox**
- **Common set of criteria for the life-cycle**

### CO-PROGRAMMED

Based on Memoranda of Understanding/contractual arrangements; implemented independently by the partners and by Horizon Europe

### CO-FUNDED

Based on a joint programme agreed and implemented by partners; commitment of partners for financial and in-kind contributions

### INSTITUTIONALISED

Based on long-term dimension and need for high integration; partnerships based on Art 185/187 of TFEU and the EIT legal acts for 2021-2027



## HORIZON EUROPE PILLAR II - Global challenges & European industrial competitiveness

CLUSTER 1: Health	CLUSTER 4: Digital, Industry & Space	CLUSTER 5: Climate, Energy & Mobility	CLUSTER 6: Food, Bioeconomy, Agriculture, ...
Innovative Health Initiative	Key Digital Technologies	Clean Hydrogen	Circular Bio-based Europe
Global Health Partnership	Smart Networks & Services	Clean Aviation	Rescuing Biodiversity to Safeguard Life on Earth
Transformation of health systems	High Performance Computing	Single European Sky ATM Research 3	Climate Neutral, Sustainable & Productive Blue Economy
Chemicals risk assessment	European Metrology (Art. 185)	Europe's Rail	Water4All
ERA for Health	AI-Data-Robotics	Connected and Automated Mobility (CCAM)	Animal Health & Welfare*
Rare diseases*	Photonics	Batteries	Accelerating Farming Systems Transitions*
One-Health Anti Microbial Resistance*	Made in Europe	Zero-emission waterborne transport	Agriculture of Data*
Personalised Medicine*	Clean steel – low-carbon steelmaking	Zero-emission road transport	Safe & Sustainable Food System*
Pandemic Preparedness* <i>Co-funded or co-programmed</i>	Processes4Planet	Built4People	
	Global competitive space systems**	Clean Energy Transition	
		Driving Urban Transitions	

- Institutionalised Partnerships (Art 185/7)
- Institutionalised Partnerships / EIT KICs
- Co-Programmed
- Co-Funded

\* Calls with opening dates in 2023-24  
 \*\* Calls with opening dates not before 2022

## PILLAR III - Innovative Europe

EIT (KNOWLEDGE & INNOVATION COMMUNITIES)	SUPPORT TO INNOVATION ECOSYSTEMS
InnoEnergy	Innovative SMEs
Climate	
Digital	
Food	
Health	
Raw Materials	
Manufacturing	
Urban Mobility	
Cultural and Creative Industries	

## CROSS-PILLARS II & III

European Open Science Cloud



European partnerships [webpage](#) on europa.eu:

- Draft partnership proposals
- Report on coherence and synergies
- Infographics

**Horizon Europe Strategic Plan:** identification of co-programmed and co-funded European partnerships

**Commission proposal for 185/7 initiatives**



## Open Science across the programme

Open  
Science

Mainstreaming of open science practices for improved quality and efficiency of R&I, and active engagement of society

**Mandatory immediate Open Access to publications:** beneficiaries must retain sufficient IPRs to comply with open access requirements;

**Data sharing as ‘open as possible, as closed as necessary’:** mandatory Data Management Plan for FAIR (Findable, Accessible, Interoperable, Reusable) research data

- Work Programmes may incentivize or oblige to adhere to **open science practices** such as involvement of citizens, or to use the **European Open Science Cloud**
- Assessment of open science practices through the **award criteria** for proposal evaluation
- Dedicated support to **open science policy actions**
- **Open Research Europe** publishing platform



## HORIZON EUROPE IN DETAILS

reinforcing and extending the **excellence of the Union's science base**

## European Research Council

Frontier research by the best researchers and their teams

**€16 billion**

Competitive funding to support investigator-driven **frontier research** across all fields, on the basis of **scientific excellence**

- Starting Grant : 1 PI, 1,5M€, 5 years
- Consolidator Grant: 1 PI, 2M€, 5 years
- Advanced Grant: 1 PI? 2,5M€, 5 years
- Synergy Grant : 2-4 PI, 10M€, 6 years

## Marie Skłodowska-Curie Actions

Equipping researchers with new knowledge and skills through mobility and training

**€6.6 billion**

- **MSCA Doctoral Networks Industrial Doctorates** help PhD candidates step outside academia and develop skills in industry and business
- **MSCA Staff Exchanges**  
Short-term exchanges of personnel between academic, industrial and commercial organisations throughout the world.

## Research Infrastructures

Integrated and inter-connected world-class research infrastructures

**€2.4 billion**

- **HORIZON-INFRA-2022-TECH-01-01: R&D for the next generation of scientific instrumentation, tools and methods**  
Total budget : 120M€,  
Budget/project : 5-10M€

## Structuration

**Health**

- Health throughout the life course
- Environmental and social health determinants
- Non-communicable and rare diseases
- Infectious diseases
- Tools, technologies and digital solutions for health
- Health care systems

**Culture, creativity and inclusive society**

- Democracy and governance;
- Culture, cultural heritage and creativity;
- Social and economic transformations

**Civil Security for Society**

- Disaster-resilient societies; Protection and security;
- Cybersecurity

**Digital and Industry**

- Manufacturing technologies
- Key digital technologies - Advanced materials
- Artificial intelligence and robotics
- Next generation internet
- Advanced computing and Big Data
- Circular industries
- Low-carbon and clean industries
- Space

**Climate, energy and Mobility**

- Climate science & solutions
- Energy supply
- Energy systems & grids
- Buildings and industrial facilities in energy transition
- Communities and cities
- Industrial competitiveness in transport
- Clean transport and mobility
- Smart mobility
- Energy storage

**Food and Natural Resources**

- Environmental observation
- Biodiversity and natural capital
- Agriculture, forestry and rural areas
- Sea and oceans
- Food systems
- Bio-based innovation systems
- Circular systems

boosting **key technologies** and solutions underpinning **EU policies & Sustainable Development Goals** (6 clusters and JRC –non-nuclear direct actions)

*in current prices*

<b>Cluster 1</b>	<b>Health</b>	<b>€8.246 billion</b> (including €1.35 billion from NGEU)
<b>Cluster 2</b>	<b>Culture, Creativity &amp; Inclusive Societies</b>	<b>€2.280 billion</b>
<b>Cluster 3</b>	<b>Civil Security for Society</b>	<b>€1.596 billion</b>
<b>Cluster 4</b>	<b>Digital, Industry &amp; Space</b>	<b>€15.349 billion</b> (including €1.35 billion from NGEU)
<b>Cluster 5</b>	<b>Climate, Energy &amp; Mobility</b>	<b>€15.123 billion</b> (including €1.35 billion from NGEU)
<b>Cluster 6</b>	<b>Food, Bioeconomy, Natural Resources, Agriculture &amp; Environment</b>	<b>€8.952 billion</b>
	<b>JRC (non-nuclear direct actions)</b>	<b>€1.970 billion</b>

Clusters are including a budget for Partnerships and Missions  
NGEU is Next Generation EU programme – Recovery Fund

## Horizon Europe legislation defines three types of impact tracked through **Key Impact Pathways**

1. Creating high-quality new knowledge
2. Strengthening human capital in R&I
3. Fostering diffusion of knowledge and Open Science

**Scientific  
Impact**



4. Addressing EU policy priorities & global challenges through R&I
5. Delivering benefits & impact via R&I missions
6. Strengthening the uptake of R&I in society

**Societal  
Impact**

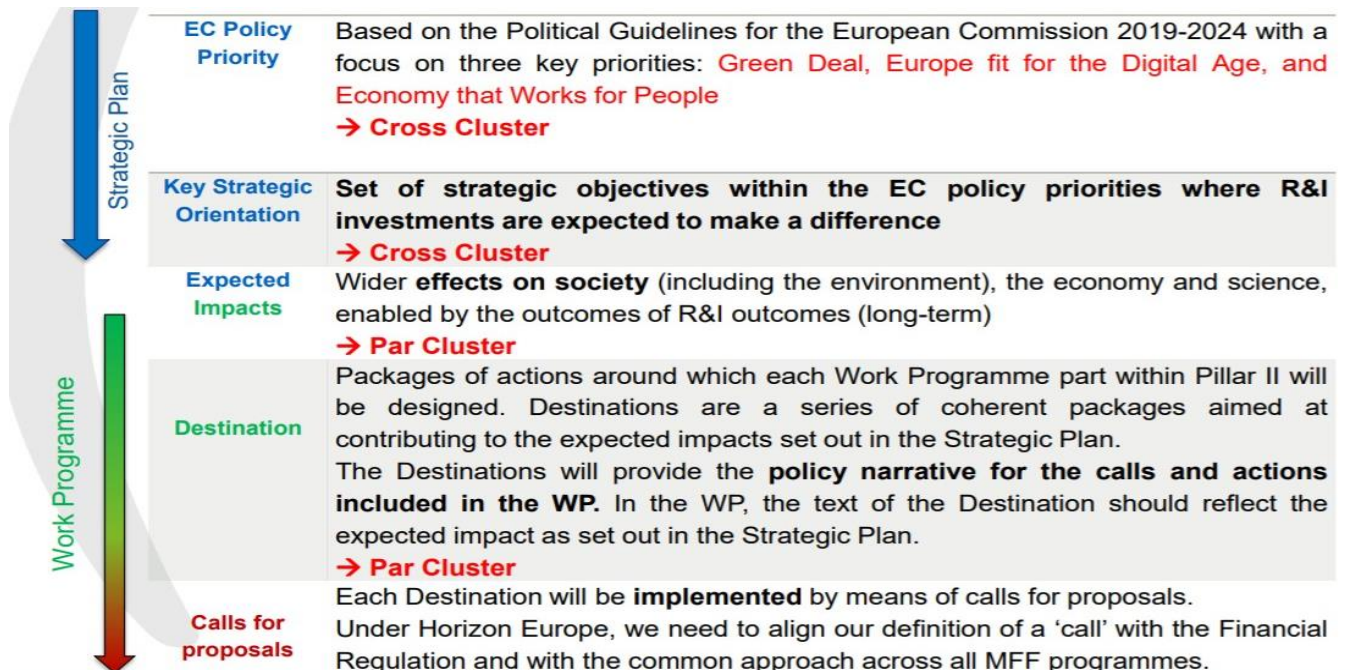


7. Generating innovation-based growth
8. Creating more and better jobs
9. Leveraging investments in R&I

**Economic  
Impact**



## How the work programmes are built ? Impact logic





## Strategic plan : Key Strategic Orientations (2021-2024)

Strategic Plan: KOS

KSO 1: Preserving and restoring **ecosystems and biodiversity** and managing sustainably **natural resources** on land and sea, and achieving climate neutrality and adaptation.

KSO 2: Ensuring **food and nutrition security** through **sustainable food systems** from farm to fork.

KSO 3: Transforming the **EU industry** for a clean, more bio-based, climate-neutral, circular and competitive economy.

KSO 4: Delivering clean, sustainable, competitive, secure, safe and smart **energy and mobility** for climate neutrality.

KSO 5: Securing **EU global industrial leadership** and strategic autonomy in **key technologies**.

KSO 6: Enhancing the **health, and well-being** of all citizens and tackling inequalities.

KSO 7: Strengthening **EU democracies** and **empowering all citizens** to act in the transitions.

KSO 8: Shaping technologies and innovations that **work for people**.

KSO 9: Stepping up **EU resilience**, inclusiveness and preparedness to respond to **disasters, security challenges, emerging threats and improved border management**.

KSO 10: Leading the way and **joining forces internationally** for the transition to sustainability.

## Strategic plan : KSO and expected impacts

### Example Cluster 5

#### Strategic Plan – KSOs and cluster 5 expected impacts

**KSO 1:** Preserving and restoring **ecosystems and biodiversity** and managing sustainably **natural resources** on land and sea, and achieving climate neutrality and adaptation. 1

**KSO 3:** Transforming the **EU industry** for a clean, more bio-based, climate-neutral, circular and competitive economy. 1, 4, 5

**KSO 4:** Delivering clean, sustainable, competitive, secure, safe and smart **energy and mobility** for climate neutrality. 1, 2, 3, 4, 5, 6

**KSO 5:** Securing **EU global industrial leadership** and strategic autonomy in **key technologies**. 2

**KSO 8:** Shaping technologies and innovations that **work for people**. 4

**KSO 10:** Leading the way and **joining forces internationally** for the transition to sustainability. 1, 2, 3

1. Transition to a climate-neutral society enabled through **advanced climate science** and **responses for climate mitigation and adaptation**.
2. Clean and sustainable transition of the energy and transport sectors towards climate neutrality facilitated by innovative **cross-sectoral solutions**.
3. More efficient, clean, secure and competitive **energy supply** thanks to new solutions for smart grids and energy systems based on more performant renewable energy solutions.
4. Efficient and sustainable **use of energy**, accessible and safe for all is ensured thanks to a clean energy system and a just transition.
5. Towards **climate-neutral and clean solutions across all transport modes** through new technologies solutions while **increasing global competitiveness** of the EU transport sector.
6. Safe, seamless, smart, inclusive and sustainable **mobility services** developed/ensured thanks to digital technologies and advanced satellite navigation services.

**DESTINATIONS → CALLS FOR PROPOSALS**

## CLUSTER 5 – CLIMATE, ENERGY, MOBILITY

- Budget : Budget : 13,429 Md€ (H2020: 14 Md€)
- 6 destinations
  - Destination 1 – Climate sciences and responses
  - Destination 2 – Cross-sectoral solutions for the climate transition
  - Destination 3 – Sustainable, secure and competitive energy supply
  - Destination 4 – Efficient, sustainable and inclusive energy use
  - Destination 5 – Clean and competitive solutions for all transport modes
  - Destination 6 – Safe Resilient Transport and Smart Mobility services for passengers and goods

- ✓ Storage – SMES
- ✓ Power conditioning
- ✓ Transport
- ✓ Generators
- ✓ Motors

### **HORIZON-CL5-2021-D3-02-02: Next generation of renewable energy technologies**

Scope : The proposal is expected to address high-risk/high return technology developments for game changing renewable energy technologies including catalyst development, dedicated storage systems and integration of renewable energy technologies into a single energy generation system, heating & cooling systems, fuels production systems, hybrid electricity generation solutions between different renewable energy sources, direct utilization of renewable energy sources.

### **HORIZON-CL5-2022-D3-01-11: Demonstration of innovative forms of storage and their successful operation and integration into innovative energy systems and grid architectures**

Scope: Demonstration of successful operation and integration of either standalone or combined innovative storage solutions (e.g. chemical, electrical, thermal, mechanical including e.g. compressed air/liquid, supercapacitors, innovative hydropower storage solutions) into innovative energy systems and grid architectures.

## CLUSTER 1 - HEALTH

- Budget : 6,893 Md€ (H2020: 7,472 Md€)
- 6 destinations
  - Destination 1 – Staying healthy in a rapidly changing society
  - Destination 2 – Living and working in a health-promoting environment
  - Destination 3 – Tackling diseases and reducing disease burden
  - Destination 4 – Ensuring access to innovative, sustainable and high-quality health care
  - Destination 5 – Unlocking the full potential of new tools, technologies and digital solutions for a healthy society
  - Destination 6 – Maintaining an innovative, sustainable and globally competitive health-related industry

- ✓ MRI - portable
- ✓ NMR - Compact
- ✓ Proton Therapy \_Compact
- ✓ MEG - Compact

*no calls directly related to technologies*

## CLUSTER 4 – INDUSTRY, DIGITAL, SPACE

- ✓ Materials separation and processing
- ✓ Rocket launching
- ✓ Storage
- ✓ Radiation protection - Magnetic shielding using SC magnets.
- ✓ Magnetic shielding

- Budget : 13,429 Md€ (H2020: 13,557 Md€)
- 6 destinations
  - Destination 1: Climate neutral, circular and digitised production
  - Destination 2: A digitised, resource-efficient and resilient industry
  - Destination 3: World leading data and computing technologies
  - Destination 4: Digital and emerging technologies for competitiveness and fit for the green deal
  - Destination 5: Strategic autonomy in developing, deploying and using global space-based infrastructures
  - Destination 6: A human-centred and ethical development of digital and industrial technologies

*no calls directly related to technologies*

stimulating **market-creating breakthroughs** and **ecosystems** conducive to innovation

### European Innovation Council

Support to innovations  
with breakthrough and  
market creating potential

The budget: **€10.6 billion**, incl. up to **€527 million**  
for ecosystems (including NGEU – Recovery Fund parts  
dedicated to EIC).

### European innovation ecosystems

Connecting with regional  
and national innovation  
actors

### European Institute of Innovation and Technology (EIT)

Bringing key actors (research,  
education and business)  
together around a common  
goal for nurturing innovation

**circa €3 billion**

## What's holding back European innovation?

### Innovation performance

- **Strong research performance not translated** into innovation
- **Lack of breakthrough/ disruptive innovations** that create new markets

### Innovation funding

- Financing gaps (2 "valleys of death") in
- **Transition** from lab to enterprise
  - **Scaling up** for high-risk innovative start-ups

### Innovation ecosystem

- Many national & local ecosystems, but **fragmented at European level**
- Need to **include all regions and all talent** (especially female)

## European Innovation Council main instruments

### Pathfinder

- **Early stage research** on breakthrough technologies
- Grants up to €3/4 million
- Successor of FET (Open & Proactive)

### Transition

- **Technology maturation** from proof of concept to validation
- **Business & market readiness**
- Grants up to €2.5 million

### Accelerator

- **Development & scale up** of deep-tech/ disruptive innovations by startups/ SMEs
- Blended finance (grants up to €2.5 million; equity investment up to €15 million)
- Successor of SME instrument



- Mission to **identify, develop and deploy high risk innovations** of all kinds
  - Focus on **breakthrough, market-creating, deep-tech**
1. **Steered by EIC Board** of leading innovators (entrepreneurs, investors, researchers, ecosystem)
  2. **Business Acceleration Services** (coaches/ mentors, corporates, investors, ecosystem)
  3. **Pro-active management** (roadmaps, reviews, re-orientations, etc) with EIC Programme Managers
  4. **Follow up funding for results from Horizon** (ERC, EIT, collaborative) & national programmes



## What is the EIC Pathfinder?

The EIC Pathfinder programme funds **research to develop the scientific basis** to underpin **breakthrough technologies**.

## EIC Pathfinder funding schemes

- **EIC Pathfinder Open**  bottom-up approach with no predefined topics
- **EIC Pathfinder Challenges**  top-down challenge-driven calls for tackling specific technology breakthroughs by portfolios of projects

## EIC Pathfinder Open

### Who is for ?

- Do you have a **vision for a future technology** that could make a real difference to our lives?
- Do you see a plausible way of **achieving the scientific breakthrough** that will make this technology possible?
- Can you imagine collaborating with an **interdisciplinary team of researchers and innovators** to realise the **proof of principle** and validate the scientific basis of the future technology?

### Why should you apply ?

- for support to realise **an ambitious vision for radically new technology**, with **potential to create new markets** and/or to **address global challenges**.
- for **early stage development** of such future technologies (e.g. various activities at low Technology Readiness Levels 1-4),
- to provide the **foundations of the technology** you are envisioning.

Call opening: **8 April June 2021**

Deadline: **19 May 2021 at 17.00.00 CET**

## EIC Pathfinder Challenges

EIC Pathfinder Challenges aim to **build on new, cutting-edge directions in science and technology** to disrupt a field and a market or create new opportunities **by realising innovative technological solutions** grounded in high-risk/high-gain research and development.

Top-down, based on given vision for each Challenge

Indicative: TRL 2-4.

### Pathfinder Challenges for 2021

#### Pathfinder Challenges

1. Awareness inside
2. Tools to measure & stimulate activity in brain tissue
3. Emerging Technologies in Cell & Gene Therapy
4. Novel routes to green hydrogen production
5. Engineered living materials

Call opening:

**15 June 2021**

Deadline:

**27 October 2021 at  
17.00.00 CET**

## EIC Pathfinder Challenge

### Do you have what we are looking for?

- You have an **ambitious idea** to realise or significantly contribute to the vision of a specific Pathfinder Challenge.
- EIC is particularly interested in **new deep-tech**: technology that becomes possible thanks to cutting-edge science in an area of the specific Challenge.
- We are seeking **new technological solutions at early stage of development** that can disrupt the standard practice and create new opportunities.
- In order to **secure this high innovation potential**, project outcomes must include top-level scientific publications as well as an adequate formal protection of the generated (and often unexpected) intellectual property (IP).
- Be prepared to become part of a **Challenge portfolio**, overseen and pro-actively managed by **EIC Programme Managers**.

### Challenge portfolio approach:

- a coherent set of projects exploring different perspectives, competing approaches or complementary aspects of the Challenge;
- multidisciplinary interactions and exchanges for synergies and serendipity;
- contributing to an overarching medium to long-term business goal and technology-based strategic plan, under the supervision of an EIC Programme Manager.

**Projects will participate in relevant portfolio activities.**

## Calls 2021 – Summary table for all funding opportunities

	<u>Pathfinder Open</u>	<u>Pathfinder Challenges</u>	<u>Ad hoc grant</u>
<b>Total budget</b>	€168 million	€132 million	Max. 1% of <u>Pathfinder</u> call budget
<b>Proposals (indicative)</b>	Up to €3 Mio	Up to €4 million	Up to €50000
<b>Funding rate</b>	100% of <u>eligible costs</u>	100% of <u>eligible costs</u>	100% of <u>eligible costs</u>
<b>Opening</b>	9 April 2021	15 June 2021	-
<b>Deadline</b>	19 May 2021 at 17:00 CET	27 October 2021 at 17.00 CET	Not applicable
<b>Length of proposal</b>	17-page proposal – Section 1 to 3	25-page proposal	Not applicable
<b>Applicants</b>	<p>Consortia: Min. 3 partners from 3 different MS/AC (of which at least 1 partner in a MS)</p> <p>Legal entities: all types are eligible</p>	<p>1. Single legal entities in a MS/AC (conditions apply)</p> <p>2. Consortia: - If 2 partners: from different MS/AC, otherwise - Min. 3 partners from 3 different MS/AC (of which at least 1 partner in a MS) (unless differently stated in the Challenge chapter)</p>	No specific requirement: either an individual grant holder or a group of grant holders.

**If the 2021-2022 work programmes are finalised now, take the opportunity to prepare a common strategic vision to explore and influence the development of the 2023-2024 work programme.**

Gaëlle Decroix

**THANK YOU FOR YOUR  
ATTENTION**