ICOS
International Cooperation
On Semiconductors

Final Communication and Dissemination Report Actions

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Project Acronym: ICOS
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icos-semiconductors.eu

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This project has received funding (2023 – 2025) from the European Union's Horizon Europe research and innovation programme under GA No 101092562.

Executive Summary

The Final Communication and Dissemination report actions presents a comprehensive overview of all communication and dissemination activities implemented under the second period of the ICOS project (July 2024- February 2026).

The goal of ICOS was to achieve high visibility across Europe and at international level in order to have a meaningful impact.

To achieve these goals, ICOS organized several workshops both matchmaking events and open workshops, participated in various events, actively engaged on social media, and attended follow-up meetings. These efforts were crucial in maintaining a high level of interaction with the target groups and ensuring the project's relevance and impact within the community.
These activities were carried out in full alignment with the approved Communication and Dissemination Plan and were continuously refined to capitalize on collaboration opportunities between the European Commission and the participating countries.

1 Overview

1.1 Purpose

The purpose of this Final Communication and Dissemination Report actions is to provide a comprehensive overview of all communication and dissemination activities implemented during the second half of the ICOS project. It aims to document the strategies, tools, channels, and actions undertaken to ensure effective visibility, stakeholder engagement and impact maximization.

This report outlines how the communication objectives were executed and evaluated. It presents key achievements, target audiences reached, and lessons learned. Furthermore, it assesses the overall effectiveness of the communication and dissemination efforts in supporting the project's objectives.

1.2 Responsibilities

The SiNANO Institute is the ICOS partner responsible for the coordination of Communication and Dissemination activities and is in charge of the report on Communication and Dissemination Actions.

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2 Report on the Communication actions

In this section, we describe the actions taken for the Project Identity, public image and communication materials.

2.1 ICOS Identity

ICOS should be recognizable at a glance and have its own identity.

For this purpose, the tools and elements created at the start of the project continued being implemented and used in the second period:

- The logo and the graphical guidelines (dominating colours, text font and semiconductor-based atmosphere) were used and applied to all communication and dissemination materials. The project website has been updated to increase its impact and focus on the results. It is the main platform for communication and dissemination activities.
- The project social networks LinkedIn and X served as a main channel of information. To increase the impact, ICOS had a Pro X account and has developed campaigns and strategies for LinkedIn.
  Updated standard templates for slides and text documents were, which have been used by all the partners for deliverables, reports but also oral or written presentations made at conferences.

2.2 ICOS Website

The website was set up and published online in the first 3 months of the project. It is accessible at this address: https://icos-semiconductors.eu.

The project website was designed as a dual-entry platform to serve both internal and external communication purposes. Throughout the project duration, ICOS continued to update and share documents internally through the secure, private consortium area, while actively pursuing communication and dissemination activities via the public interface.

In response to the reviewers' recommendations and with the objective of strengthening dissemination efforts, a comprehensive restructuring of the website was undertaken. The interface was redesigned to better highlight the project's results and make key outputs more visible and accessible. The homepage now features direct links to the main economic and technical reports, as well as to the project's recommendations. Access to News has been simplified and made more intuitive, while reports are prominently displayed through an improved layout and clearer navigation pathways.

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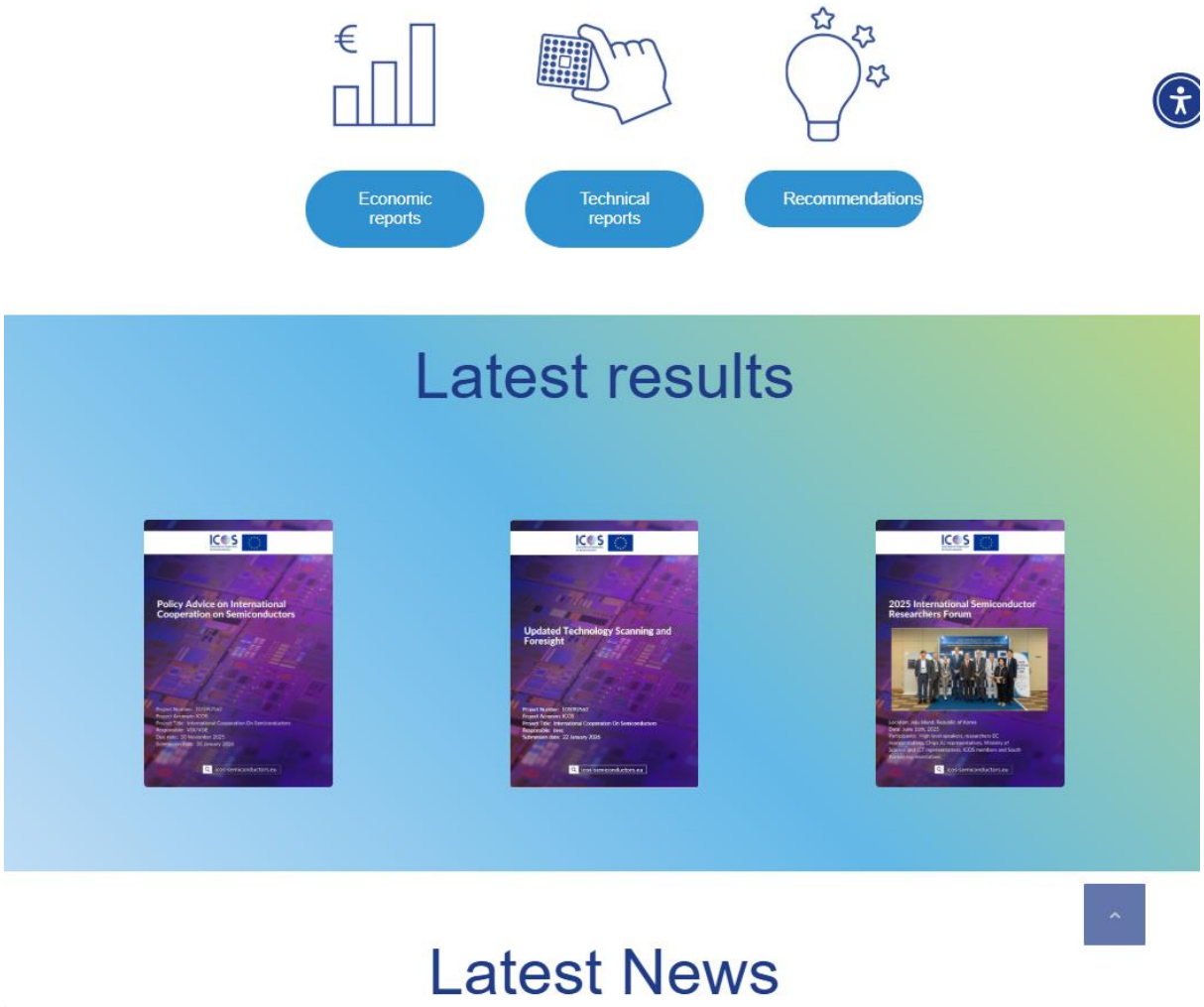
A new "Results" section was created, leading to dedicated "Key Results" and "Public Deliverables" pages. The "Key Results" page is regularly updated with workshop reports, recommendation papers, deliverables, and documentation stemming from partners' activities, ensuring continuous visibility of the project's achievements and impact. The ICOS website now also integrates dedicated accessibility features designed to facilitate access to information for users with reading or visual impairments.



New website homepage with a focus on Results and the accessibility button on the right side

Website Analytics for ICOS

During the reporting period, the website served as a key entry point for accessing information about the project's results and the events organized by ICOS. Several major deliverables and reports were published online and attracted a broad audience. In addition, multiple events were organized, for which all relevant information and registration processes were centralized on the website.

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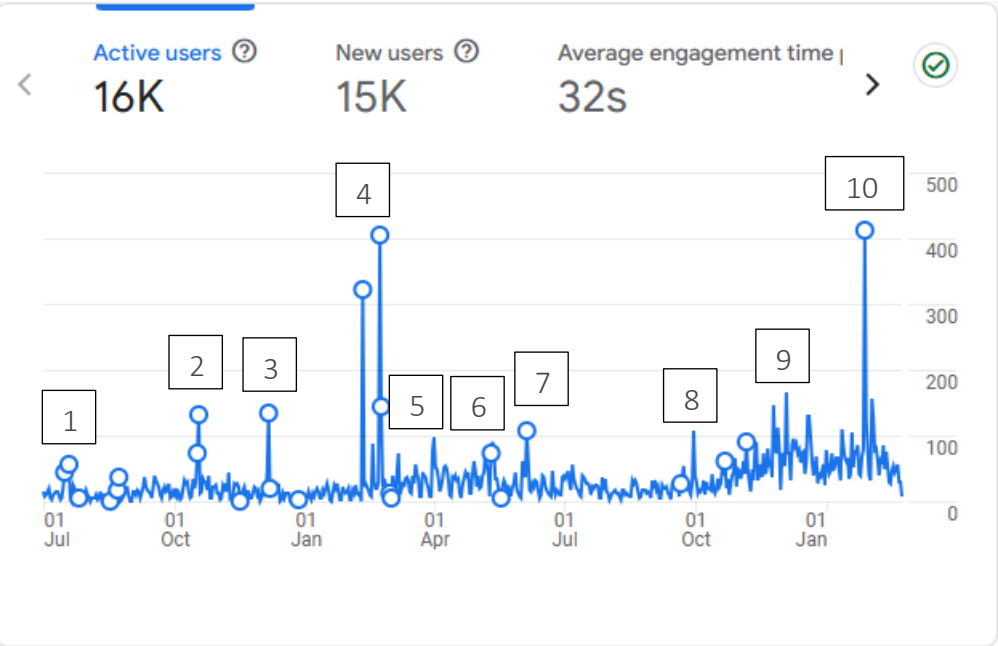
To better illustrate the strong website performance indicators, the visitor statistics can be analysed in connection with ICOS activities. Peaks in website traffic can be directly linked to specific milestones, such as the publication of project reports, major announcements, and the organization of events. This correlation clearly demonstrates the website's central role in disseminating project outputs and engaging stakeholders throughout the reporting period.



Number of visits to the ICOS website per day between July 2024 and February 2026

1) July 2024: This peak in website visibility can be explained by two main factors.
First, ICOS published a press release entitled "Release of Two Important ICOS Reports for the Study of International Semiconductor Cooperation." This announcement generated significant interest, leading to increased traffic not only to the related news article but also to the two reports themselves, which were viewed and downloaded from the website.
Second, the increase in website views was further driven by the ICOS website news regarding a press release from the European Commission highlighting the EU–South Korea Joint Researchers Forum on Semiconductors, organized by ICOS in March 2024.

2) October 2024: The peak in website traffic recorded in October corresponds to the publication of the presentations from the Bruges ESSERC workshop held in September and by the organization of the First EU–India Joint Researchers Workshop. The announcement of the event, followed by the publication of the presentation slides, generated additional traffic to the website.

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3) December 2024: An additional increase in website visits was observed in early December, following the presentation delivered by Francis Balestra at EFECS 2024 and the publication of his plenary session slides on the ICOS website.

4) February 2025: At the beginning of February, a news item was published reporting on the ICOS consortium and Advisory boards gathering in Paris and online for a one-day General Assembly. The meeting provided an opportunity to review the latest project achievements, assess ongoing activities, and discuss upcoming milestones.

5) March 2025: Another peak in website traffic was recorded in March 2025, following the announcement of the 2 days workshop "Key Emerging Technologies for Future Industrial Applications", organized as a side event of the EUROSOI–ULIS Conference in Warsaw on 12–13 May 2025.

6) May 2025: Another increase in website traffic was observed in mid-May, coinciding with the EUROSOI–ULIS workshop. During the event itself, participants and external stakeholders accessed the website to consult practical information, programme details, and related materials.

7) June 2025: A further peak in website traffic was recorded in connection with the publication of the news article announcing the 2nd South Korea–EU Joint Semiconductor Researcher Forum. It was published with the programme and available presentations.

8) October 2025: A new increase in website traffic was observed following the transfer of the Call for Participation on International R&D Collaboration in Semiconductor Technologies.
At the end of October, another increase in website visits was recorded following the News of the presence of Patrick Cogez (AENEAS) at the 26th International Conference on Industrial Technology Innovation in Taiwan.

9) December 2025: At the beginning of December, website traffic experienced a notable rise due to the publication of News on the EFECS 2025 Workshop: Key Results of International Cooperation on Semiconductors for European Economic Resilience. The website article contains the presentation materials and the programme of the event.

10) January 2026: At the end of January, the website recorded its highest increase in traffic to date. This surge coincided with multiple announcements on LinkedIn regarding the ICOS Final Event, as well as the publication of an interview with Nadine Collaert (imec) discussing the release of her deliverable "Technology Scanning and Foresight".

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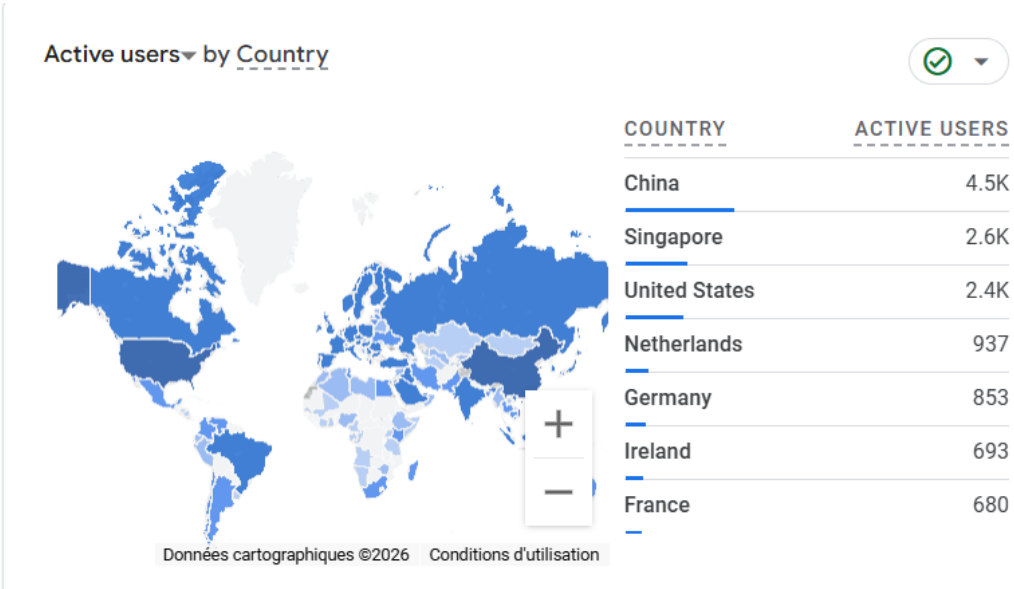
Pages with the most visits:

Page	Number of views
Landing page	8519 views
Events	1249 views
ICOS Workshop Key Emerging Technologies for future Industrial Applications	986 views
What is ICOS	973 views
ICOS Final Event – Side of the ECS Brokerage Event	873 views
Private Area	861 views
ICOS Workshop - Warsaw	839 views
Public Deliverables	768 views

This table shows that the website serves as a key information platform, primarily consulted for ICOS-organized events and for accessing project deliverables and reports.
It highlights the website's central role in communication project outputs and facilitating stakeholder engagement, confirming its effectiveness as the main digital channel for ICOS communications.



The table above presents the geographical origin of website visitors. It shows a strong proportion of traffic originating from Asia, which corresponds to one of the strategic regions identified by ICOS. The U.S.A also arrives at a very high position followed by European Countries.

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2.3 Medias and Press

2.3.1 Video

A video was produced during the Final Event, featuring short excerpts from the workshop sessions for dissemination purposes.
The video was shared on social media platforms (X and LinkedIn), contributing to diversified communication content during the event. This multimedia approach enhanced online engagement, increased the visibility of the workshop discussions, and allowed key messages to reach a broader audience beyond the event participants. The video was viewed nearly 700 times, demonstrating strong online engagement. The video can be found here: https://www.linkedin.com/feed/update/urn:li:activity:7426986401503563776.

2.3.2 Interviews

A series of interviews were conducted and published to highlight the perspectives of key experts and stakeholders in ICOS.

An interview with Nadine Collaert from imec focused on advanced computation and functionality, underlining technological trends and opportunities for European competitiveness. Published on January 2026, it was an opportunity to disseminate her last report in the framework of ICOS on Technology Scanning and Foresight.

Another interview was published on November 2025 with Ryoichi Ishihara and Salahuddin Nur, from TU Delft to emphasise the importance of standardisation as a critical step for digital and green transitions, illustrating the link between technical norms and broader societal impact. This interview also made the promotion of their report on Landscape and gap analysis of standards in semiconductor and chip technologies.

Francis Balestra was interviewed in the first Newsletter of ICOS published on March 2025, to provide an overview of the latest achievements and impact of ICOS.

The last newsletter of ICOS also gave Francis Balestra space to express his final words regarding the end of the project, its key results, success and next steps.

Caroline Bedran, CEO of AENEAS, was interviewed in the second Newsletter published in September 2025, Caroline Bedran, CEO of AENEAS was interviewed to highlight the perspectives of an industry association on the semiconductors challenges and the value of international cooperation.

2.3.3 Press Releases

ICOS published four Press Releases in this last reporting period.

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On 19 July 2024, the press release titled "Release of two important ICOS reports for the study of international semiconductor cooperation" presented the publication of two comprehensive analytical reports examining the global semiconductor landscape and opportunities for cooperation.

Later in the year, on 8 November 2024, the press release "New ICOS reports released: a step further in international cooperation for Semiconductors" highlighted the release of two additional thematic reports focused on future technologies for advanced functionality and computation.

Beyond these two, ICOS also continued to use press releases to disseminate project developments and results, with another press release issued on 2 February 2026 concentrating on the latest achievements of the project, including the publication of two pivotal reports that address emerging technology trends and policy advice on international semiconductor cooperation, underscoring the project's impact and strategic contributions.

The last Final Press Release was published on February 2026 and showcased the results and impact of the project during the three years. The press release highlights ICOS strategic alignment with the ambitions of the European Commission, as well as the project's commitment to strengthening Digital Partnerships and Trade and Technology Councils with key and strategic countries for Europe. It also emphasized ICOS will to reinforce Europe's position within the semiconductor value chain, showcasing the work carried out on identifying needs and gaps, assessing the global semiconductor ecosystem, and defining priority technologies. The press release concludes with a call to action addressed to the European semiconductor ecosystem and outlines the next steps of the ICOS project.

Following the joint efforts and the EU-ROK First Semiconductors Researchers Forum , ICOS had the pleasure to be cited in the European Commission Press Release published the 17th of July 2024 "EU/Republic of Korea Digital Partnership – Joint EU/Republic of Korea Chips Projects announced which can be found here: https://digital-strategy.ec.europa.eu/en/news/eu-republic-korea-digital-partnership-joint-eurepublic-korea-chips-projects-announced.

2.4 Flyers

Several versions of the flyers were printed to highlight the project's impact and its latest results. A QR code was included to provide direct access to the ICOS Key Results webpage, facilitating immediate consultation of the project's main outcomes.
In addition, a list of key reports and major deliverables was incorporated into the flyer, enabling stakeholders to easily identify and access the most significant project outputs.
These flyers were printed and distributed during ICOS events and were also made available to project partners for further dissemination.

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Flyer updated with the date of the Final Event - Distributed at EFECS 2025

2.5 Poster

ICOS designed a poster for EFECS 2024. As the visual template was imposed by the event organizers, the ICOS team integrated the project's essential elements, key messages, and logos within the given format.

The objective of the poster was to attract visitors to the booth and to initiate discussions on international cooperation in the semiconductor sector, while promoting the project's latest deliverables and reports. This visual support contributed to increasing engagement with stakeholders and enhancing the visibility of ICOS activities during the event.

ICOS Poster at the Booth at EFECS2024

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2.6 Kakemono

Two roll-up banners were designed, printed and used during EFECS 2025 and the Final Event. At EFECS 2025, the roll-ups served a dual purpose: guiding participants toward the dedicated session room and providing a corporate visual background for group photos.
During the Final Event, the roll-ups were positioned both on the presentation stage and at the venue entrance. They helped reinforce the project's key messages and visual identity, ensuring consistent branding and reminding participants of the project's main objectives and achievements throughout the event.

Roll-up on the stage of the Final Event

ICOS members at EFECS2025

2.7 Cards

A business card was also designed during this second phase of the project as a concise and practical dissemination and communication tool. It includes a short summary of the ICOS project together with a QR code directing users to the project website, where detailed information and key results can be accessed. This format provided a rapid way to share essential information about ICOS during meetings, conferences, and networking events,

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thereby facilitating immediate access to project outputs and enhancing overall visibility. The card was updated once to come up with the final design below.

2.8 Goodies

To enhance our participation and visibility at events, we developed a range of ICOS-branded promotional goodies. These included notebooks, notepads, pens, and glasses cleaning cloths featuring the ICOS logo. The items were distributed during EFECS and the project's final event. This initiative contributed to promoting the ICOS identity at the EFECS forum and helped extend the project's visibility beyond its official duration.

ICOS Goodies

2.9 Fact Sheets

ICOS recognises that the semiconductor ecosystem is evolving rapidly and that keeping up-to-date with these developments is essential. Semiconductors are fundamental to nearly all modern technologies, serving as critical drivers of digital innovation, industrial automation, and the energy transition. In this context, international monitoring is essential to understand the global semiconductor innovation landscape and supply chain dynamics.

Recognising the multifaceted challenges across the semiconductor value chain, ICOS underlines that international collaboration is emerging as a crucial enabler for resilience, competitiveness, and technological leadership. To address these key strategic challenges, ICOS has prepared a comprehensive overview of semiconductor R&D&I activities, funding frameworks, and an international benchmarking analysis of seven major countries in order to identify opportunities for enhanced cooperation.

The review comes under the format of Fact Sheets, providing structured and up-to-date information on the national semiconductor ecosystems in China, South Korea, Japan, India, Singapore, Taiwan, and the United States. It offers insights into key domestic stakeholders, national chip strategy documents, main policy objectives, current research priorities, funding instruments, market and production shares, as well as recent developments in their relations with the European Union. All the Fact Sheets can be found on the ICOS website under the section “Key Results”.

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2.10 Social Network profiles

In order to conduct an effective communication and dissemination strategy, LinkedIn and X remained an important tool to share information regarding ICOS.

- LinkedIn is mainly dedicated to an audience of researchers, scientists, technical workers, a public with interest for semiconductors or for the improvement of the semiconductors situation in Europe.
  2021 Followers, around 150 posts per year, around 1043 impressions per posts

- X on the other hand finds itself useful to cover live events or communicate to a broader audience using popular hashtags.
  31 Followers, 145 posts

- ICOS on LinkedIn

The ICOS project LinkedIn page can be found here: https://www.linkedin.com/company/icos-international-cooperation-on-semiconductors/

One of ICOS main communication and dissemination channels has been LinkedIn, which brings together a large network of researchers, industry representatives, and other semiconductor stakeholders. Throughout the entire project, ICOS consistently shared diverse and engaging content to keep the community informed about project developments and achievements, while also expanding this community through the events organised under the initiative.
LinkedIn played a central role in promoting ICOS events by introducing speakers, presenting programmes and logistical information ahead of each event, publishing live updates during workshops, and providing comprehensive post-event summaries highlighting key outcomes and impact. This structured and continuous communication strategy helped build a strong community of ICOS followers, particularly event participants, who came to view the ICOS LinkedIn page as a reliable source of information on the project's progress.
In addition, ICOS disseminated results through dedicated posts focusing on key deliverables, activities such as the publication of factsheets, contributions from consortium members, and updates on European initiatives related to international semiconductor cooperation. Towards the end of the project, LinkedIn communications increasingly focused on the recommendations emerging from ICOS, ensuring that the project's strategic insights reached a broad and engaged audience. At the end of February, the ICOS LinkedIn page succeed to reach 2021 followers.

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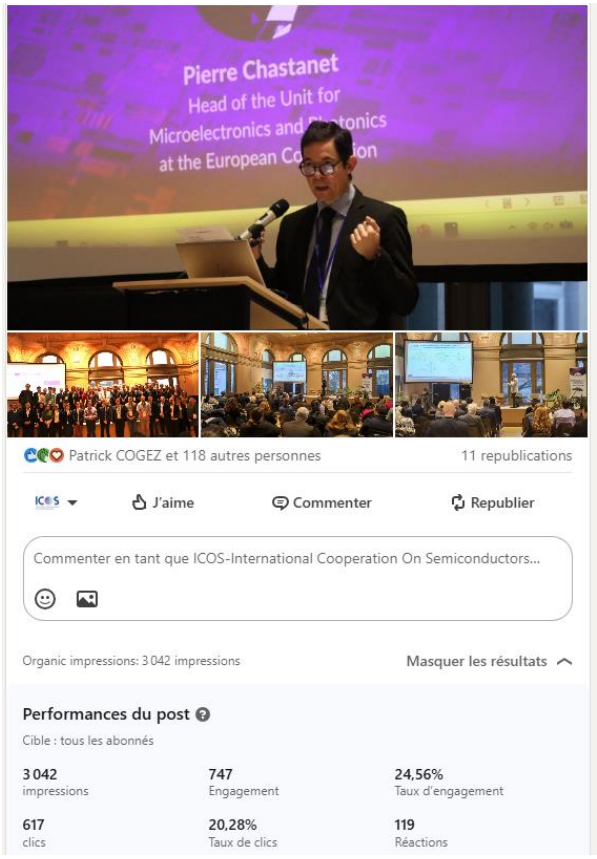
Example of LinkedIn posts:



- ICOS on Twitter/X

Following the recommendations from the reviewers, the communication and dissemination strategy was further strengthened through the implementation of more regular publications on X (formerly Twitter). In addition to the existing channels, ICOS intensified its presence on this platform by systematically relaying project news, event announcements, key results, and LinkedIn campaigns to ensure broader visibility and engagement. To maximize outreach and

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impact, the ICOS X account was upgraded to a professional paid subscription XPro, as suggested by the reviewers, enabling enhanced visibility features, improved analytics, and greater dissemination capacity.

3 Report on Dissemination activities

3.1 Newsletters

During the second period of the ICOS project, we published three newsletters to keep stakeholders, partners, and the wider community informed about our progress and key activities. The newsletters provided insights into the project's developments, including interviews with industry experts, analysis of semiconductor value chains, highlights from bilateral cooperation forums with partners such as the Republic of Korea and Singapore, summaries of workshops and events, and overviews of key deliverables and milestones.

The first Newsletter gave the light to Francis Balestra as coordinator with an interview in which he provided insights on achievement, his vision of International Cooperation and the impact of the project. Another article highlighted the bilateral Forums organised by ICOS between the EU and India, the Republic of Korea and Japan. One focus was on the keynote talk and the booth at EFECS 2024 and on the first public results.

The second Newsletter feature an interview of Caroline Bedran, CEO of AENEAS. She shared the vision of the industry toward International Cooperation, an overview of the technologies she identified as essential for Europe's competitiveness and the impact she sees in ICOS on the future of the semiconductor industry. The Newsletter also showcased the ICOS Fact Sheets, the forum organised in the Republic of Korea, some feedbacks regarding the EU-Singapore Semiconductor Researchers Forum and an update of the ICOS Results especially on the Semiconductor value chain study.

The most recent edition, released at the end of February 2026, included a feature on the Final Event, showcased significant results achieved throughout the initiative, and offered reflections on the project's impact on international cooperation in the semiconductor sector. All the Newsletters were sent by email to the consortium, partners and ICOS stakeholders, published on the ICOS website and broadly shared on social media.

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Issue February 2026

Issue September 2025

Issue March 2025

3.2 Surveys

In order to maximise the relevance, visibility, and impact of the surveys conducted within the framework of the project, ICOS actively disseminated them through targeted email campaigns and social media channels whenever possible. This dissemination strategy ensured broad outreach across the semiconductor ecosystem and encouraged participation from a wide range of stakeholders. Two surveys were launched during this last period of ICOS.

Survey 1: International R&D Collaboration in Semiconductor Technologies

The first survey focused on international research and development collaboration in semiconductor technologies. Its objective was to identify opportunities and requirements for cooperation with leading semiconductor regions, including Canada, China, India, Japan, Singapore, South Korea, Taiwan, and the United States.

The survey addressed a comprehensive range of topics spanning the microelectronics value chain, including:

- CMOS scaling
- Advanced patterning
- RF devices
- Memory technologies
- Power devices
- Sensing & MEMS
- FDSOI
- 2D materials
- Quantum and neuromorphic computing
- Heterogeneous integration

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- Advanced packaging and assembly

Survey 2: Strategic Research Cooperation with Leading Semiconductor Nations

The second survey focused on strategic research cooperation with leading semiconductor nations. It sought to collect stakeholder perspectives on the evolution of the international semiconductor landscape and Europe's positioning within it.
Participants were invited to provide input on the following key areas:

- New Collaborations
- Key Challenges
- Technology Priorities:

This ICOS survey aimed to gather valuable insights from stakeholders across the semiconductor ecosystem. The collected input contributes to a better understanding of global dynamics, informs strategic decision-making, and supports the development of evidence-based recommendations to strengthen Europe's position in the global semiconductor value chain.

3.3 Mailing

Mailing campaigns were launched to reach key target groups and deliver more personalised messages. Major outputs, such as public reports and upcoming events, were disseminated directly to the ICOS external network to ensure timely and targeted communication. The emails were also sent to partners to keep update the entire consortium from the progresses of ICOS.

3.4 Workshops

3.4.1 Organisation of open workshops

During the last phase of the project, ICOS organised in total 4 workshops open to external participants aimed at engaging a broad audience and sharing our progress. These workshops provided an opportunity to present our results, gather valuable feedback, and encourage open discussion among participants. Each event brought together stakeholders, international experts, and ICOS community members, fostering collaboration and strengthening the impact of the project.

- ESSERC2024 September 2024 in Bruges: Joint Workshop "Emerging Technologies in Advanced Computation, Advanced Functionalities, Ground-breaking Technologies: Impact on International Cooperation"

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Context

The ESSERC Conference is an annual forum that brings together experts in solid-state devices and circuits from across academia and industry. In 2024, ICOS had the opportunity to organise a half-day side event during ESSERC, titled “Emerging technologies in Advanced Computation, Advanced Functionalities, Ground-breaking Technologies: Impact on International Cooperation.” The workshop took place on 9 September 2024 in Bruges and was co-organised with the SiNANO Institute and the INPACE project, addressing emerging technology trends and their implications for international semiconductor cooperation.

The workshop included presentations by leading European experts on a wide range of topics from Advanced Functionalities with Smart Sensors for IoT, Energy Harvesting for Autonomous Systems, Innovative Materials for Power Devices, Trends and Challenges of Scaling Semiconductor Photonics to Advanced Computing with New Nanodevice Architectures for Advanced Compute, new computing paradigms and integration strategies. They were implemented by two presentations led by International Invited speakers from South Korea and Japan on global developments in emerging semiconductor applications and emerging material integration for enhanced functionality.

In addition, the workshop featured an introductory overview of the ICOS and INPACE initiatives by Francis Balestra (ICOS Coordinator), explaining the broader goals of international cooperation in semiconductor research and innovation.

Goals

International cooperation is key for speeding up technological innovation and to boost the resilience of the semiconductor value chains, which is one of the objectives of the EU Chips Act. The goal of this joint SINANO/ICOS/INPACE workshop was to present and discuss emerging technologies in advanced computation, advanced functionalities and ground-breaking technologies and their expected impact for international cooperation. One of the aims of these projects is to analyse trends in emerging semiconductor (ICOS) and digital (INPACE) technologies based on International and Regional Roadmaps.

Outcomes

This workshop provided an in-depth overview of the main scientific and technological challenges in the fields of advanced computing (More Moore), advanced functionalities (More than Moore) and breakthrough technologies (Beyond-CMOS). For each domain, key bottlenecks, potential solutions, and existing gaps were identified and discussed.

A preliminary assessment of regional strengths and weaknesses across these areas was also presented, with the objective of identifying opportunities for international cooperation supported by the European Commission. This analysis contributes to a clearer understanding of complementarities and strategic positioning at the global level.

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The presentations stimulated numerous questions and in-depth discussions with international experts in the audience, highlighting the strong interest and relevance of the topics addressed.

Impact

The event provided an excellent opportunity to raise awareness of ICOS among the ESSERC audience, which includes key stakeholders in the semiconductor sector.
Beyond the technical content, the workshop provided a valuable platform for bringing together researchers working on related themes, fostering knowledge exchange, strengthening networks, and encouraging future collaborations.
Several LinkedIn posts were published across social networks, further amplifying the reach and visibility of the results presented.

- **Warsaw May 2025: Joint Workshop "Key Emerging Technologies for future industrial applications"**

Context

In the framework of the EUROSOI-ULIS Conference 2025 in Warsaw, ICOS organised a Workshop on "Key Emerging Technologies for future Industrial Applications" on May 12-13th.
This workshop focused on strengthening international cooperation in the area of advanced computing and advanced functionalities, taking into account heterogeneous integration and the sustainability of these technologies, in order to reinforce the resilience of the European semiconductor ecosystem and value chain. It gathered new information on the recent evolution of the international semiconductor landscape, identified and discussed critical needs for future semiconductor technologies, and produced a prioritized list of technologies that should be supported as key competences within the European Union. The workshop also examined the strengths and weaknesses of leading semiconductor countries across the value chain, identified the most urgent challenges where cooperation with other countries should be initiated or further developed, proposed recommendations for international research collaboration on emerging semiconductor technologies, and highlighted the need for new standards to support innovative semiconductor technologies.

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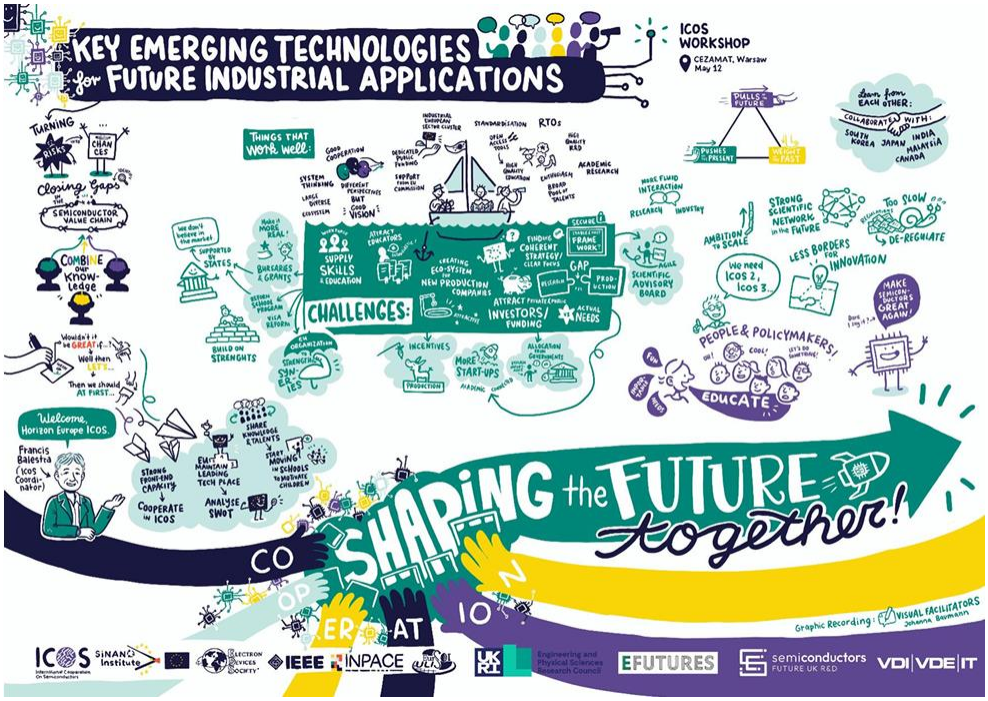
Goals

The workshop aimed to provide an update on the results achieved so far within the ICOS project and to present ongoing activities to a broader stakeholder community. A Panel session, with European and international experts as panellists was organised in the framework of the deliverable devoted to 'Feedback Loop with Community" to gather their feedback. The goal of the interactive Workshop with the international participants is to gather identification of key challenges in Europe's semiconductor value chain, prioritisation of ideas to enhance european competitiveness, co-development of feasible solutions for a sustainable future.

Outcomes

The workshop produced a series of concrete outcomes that serve to advance the objectives of the ICOS project. Presentations from leading experts were made available publicly, providing insights to participants and general ICOS followers. Interactive sessions and panel discussions generated detailed input on research gaps, technical challenges, and strategic opportunities for cross-border collaboration. Participants also identified priority areas for future R&D partnerships, as well as essential topics for policy and standards engagement. These feedbacks from the participants were useful for the ICOS deliverables. The interactive session "Turn risks into chances: closing gaps in the semiconductor value chain" was organised in collaboration with a UKRT Grant project "Future of UK Semiconductor R&D" inviting another perspective in the field. A live artist was present during the session and draw a mind map of all the outcomes of the session which was then shared to the participants and disseminated on ICOS medias.



Impact

Organising the ICOS workshop as a side event of the EUROSOI-ULIS2025 conference significantly increased its visibility, outreach, and overall impact. By leveraging the audience and international profile of an established scientific conference, the workshop attracted a broader and more diverse group of participants, including researchers, industry representatives, and policy stakeholders who may not have been reached through a standalone event. This positioning enabled wider dissemination of ICOS results while also enriching discussions through exposure to complementary scientific and industrial perspectives. Furthermore, the collaboration with the Future of UK Semiconductor R&D project and INPACE project expanded both the thematic scope and the geographical reach of the workshop. This joint organisation fostered cross-project synergies and broadened the range of topics addressed.

- EFECS2025 Dec 2025 in Malta: Workshop « Key Results of ICOS for European Economic Resilience"

Context

ICOS organised a side workshop of the EFECS2025 conference on December 4th in Malta. EFECS is gathering industry leaders, policymakers, researchers and innovators who are working in the semiconductor technology. Organising a workshop at EFECS meant also addressing its results

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to a well-targeted audience and to offer an environment to exchange on the different ICOS topics. This side event focused on the key outcomes of the Horizon Europe ICOS CSA aimed at strengthening International Cooperation on Semiconductors for European economic resilience.

Goals

This Workshop at EFECS 2025 was designed to present the key result of the analyses and outlined the strategic recommendations before the final event making advantage of the large audience of EFECS. Its goal was to disseminate results and reach policymakers, representatives of research institutions and industry leaders.

Outcomes

The side event could let ICOS present its main activities and results. The ICOS Teams could also advertise and invite the audience to the final event and distribute ICOS goodies to share its identity to the whole conference. The sessions highlighted the following analyses and recommendations:

- An assessment of strengths and weaknesses across the semiconductor value chains within EU and in leading semiconductor countries, including strategic dependencies, market growth, and cooperation opportunities based on the development of partnerships
- Identification of priority research topics for international cooperation, based on emerging technologies and critical needs related to technologies for advanced computation and advanced functionalities
- Semiconductor partnerships, with a focus on building cooperative frameworks on initiatives of mutual interest.

Impact

The integration within EFECS allowed the project's results to be showcased alongside major discussions on European competitiveness and resilience, thereby increasing visibility across industry, policy, and research sectors. This positioning also facilitated broader dissemination of results and enabled discussion with other initiatives present at the forum. The workshop was an opportunity for the EFECS audience to deepen the subject of the International Economics Semiconductor ecosystem after the talk of Léo Saint-Martin (DECISION Etudes & Conseil) in the plenary session on "Analysis of the International Economic Landscape to Identify Cooperation Opportunities". Some people from the audience took the opportunity of the workshop to engage with Léo Saint-Martin or to know more on the project after his talk.

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- Final Event Brussels February 26: Results of International Cooperation on Semiconductors for European Economic resilience

Context

ICOS organised its Final Event under the shape of a workshop "Results & Recommendations of International Cooperation on Semiconductor for European Economic Resilience" on February 3rd, 2026 as a side event of the ECS Brokerage. The workshop presented the missions of ICOS to identify the needs and opportunities for international cooperation in a changing world ecosystem. International cooperation was introduced as key for speeding up technological innovation, reducing cost by avoiding duplicated research, strengthening complex semiconductor value chains, knowledge exchange, manage risks due to the turbulent geopolitical context, overcoming gaps in standardisation and skill shortage, and is encouraged by the new strategies of leading semiconductor countries and is one of the objectives of the EU Chips Act.
In this event, the final ICOS results were highlighted, including an assessment of strengths and weaknesses across the semiconductor value chains within EU and in leading semiconductor countries, strategic dependencies, market growth, and cooperation opportunities, the identification of the most promising emerging technologies for future applications, the highlight of priority research topics for international cooperation, based on critical needs related to technologies for advanced computation and advanced functionalities, covering smart sensors, smart energy, energy harvesting for autonomous systems and semiconductor-based photonics, the technological ecosystems and strengths in partner's countries for possible future international cooperation, and the impact for EU.

Goals

The objective of the event was to present the results of the entire project to a broad and diverse audience, while also inviting external speakers who could engage and interact with ICOS experts. The event was designed to encourage dialogue, exchange of perspectives, and cross-fertilization between different stakeholders.
It also represented a major dissemination event, serving as the official closing event of the project and ensuring wide visibility of its outcomes and achievements.

Outcomes

The workshop provided an opportunity to disseminate the project's results, with a particular focus on the recommendations. Its impact was amplified by the presence of members of the Commission. The panel sessions captured the perspectives of key stakeholders within the system, highlighting areas of consensus as well as disagreement, notably stemming from differing positions and priorities.

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Impact

The event enabled effective dissemination of the recommendations and led to a series of posts and articles on LinkedIn highlighting both the recommendations and the project's results. Recommendations regarding the main topics for future international cooperation were highlighted based on the main challenges of the semiconductor roadmaps, the strengths and gaps at EU and international levels, and the possible impact for European industry and semiconductor ecosystem in growing markets.

3.4.2 Co- Organisation with the European Commission of matchmaking events/bilateral workshops

ICOS allowed to implement, strengthen and develop the Digital Partnerships and Trade and Technology Councils with leading semiconductor countries. Based on the bilateral agreements, ICOS invited experts in EU and international partners for matchmaking events on defined topics, to discuss subtopics for possible international cooperation, and to propose other areas for collaboration based on the strengths and gaps analyses in the framework of ICOS. Cooperations include knowledge and researcher exchanges, bilateral collaboration in joint projects, and multilateral cooperation, e.g. for standardization activities.

- **First EU-India Joint Researchers Workshop on Semiconductors - October 2024 Brussels**

Context

Following the launch of the EU-India Trade and Technology Council in February 2023 and the signing of a Memorandum of Understanding on Semiconductors in November 2023, the first Workshop bringing together both parties to advance cooperation and collaborate on the future of semiconductors took place on October 9th in Brussels, hosted by ICOS. This event brought together various stakeholders from the ecosystem, including industry leaders, academics, and policymakers from both India and the European Union, to facilitate a comprehensive and constructive exchange on the current state of semiconductors and the potential future developments in the sector through international cooperation. The presentations and discussions held throughout the day highlighted the complementarity of the Indian and European systems and underscored the need for collaboration to address operational gaps on both side by leveraging the strengths of the other.

Goals

This event was organised in order to evaluate the need of cooperation between EU and India in order to enhance the semiconductors strength from both sides. The goal was to evaluate

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strengths and needs and to connect researchers from the two sides in the framework of the launched of the EU-India Trade and Technology Council and the Memorandum of Understanding on Semiconductors signed between the two.

Outcomes

The policy session which took place at the beginning of the day emphasized the commitment of both governments to foster a constructive and strong relationship focused on collaboratively developing a semiconductors industry that is capable to address the current challenges. Mr Sagar Sharma, representative of the India Semiconductor Mission from the Ministry of Electronics and Information Technology, expressed his determination to diversify and strengthen the semiconductor supply chain through investment and cooperation. Mr Pierre Chastanet, Head of the C.3 Microelectronics and Photonics Unit at the European Commission, emphasized the complementarity of the Indian semiconductor landscape with the European one and encouraged collaboration to identify and address vulnerabilities in both systems. The presentations and discussions held throughout the day highlighted the complementarity of the Indian and European systems and underscored the need for collaboration to address operational gaps on both side by leveraging the strengths of the other.
This event brought together various stakeholders from the ecosystem, including industry leaders, academics, and policymakers from both India and the European Union, to facilitate a comprehensive and constructive exchange on the current state of semiconductors and the potential future developments in the sector through international cooperation.

Impact

Representatives from the Indian Ministry expressed their strong will to invest into the Indian semiconductor ecosystem and to develop cooperation in this area. Pierre Chastanet from the European Commission highlighted the complementarity of India and EU in these domains and encourage working together for useful and efficient collaboration.
This event brought together various stakeholders from the ecosystem, including industry leaders, academics, and policymakers from both India and the European Union, to facilitate a comprehensive and constructive exchange on the current state of semiconductors and the potential future developments in the sector through international cooperation.

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- ROK-EU 2025 International Semiconductor Researchers Forum - June 2025 Jeju South Korea

Context

Building on the success of the first EU-ROK Researchers Forum in Semiconductors held in Brussels on March 2024 which laid the groundwork for stronger ties between the European Union and the Republic of Korea in the semiconductor researcher domain, ICOS along with the European Union, the Chips JU, the Ministry of Science and ICT, the National Research Foundation of Korea and the Korea-EU Semiconductor R&D Cooperation Center (KE-SRCC) decided to get reunited again to witness the progress in the cooperation plan on June 16th, 2025 in Jeju Island, ROK. Supported with the ROK-EU Digital Partnership signed in 2022 and the launch of the joint call between ROK and EU in the framework of the Chips Joint Undertaking, experts, policymakers and representatives of major Research Institutes and Universities from both Europe and South Korea worked together during the whole year on the topics identified at the first Forum and proposed during the joint call. ICOS was honored to have the presence of Chang Yune Lee (MSIT), Rainer Wessely (EU Delegation to RoK), Sang Wan Ryu (NRF), Juyoung Kim (EU Del. to RoK), Jari Kinaret (Chips JU) and Seo Gyun Kim (KE SRCC). Their presence underlined the high-level commitment on both sides to advancing semiconductor cooperation. They all recognized the crucial role of the semiconductor industry in driving digital transformation and its presence in both current and emerging technologies that are shaping our societies. Addressing the semiconductor supply chain hurdles is inseparable from recognising the inherently globalised nature of the market, which requires building strategic

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partnerships and fostering the cooperation essential for sustained technological development. The two forums were part of the ICOS broader mission to enhance strategic collaboration, mutual understanding, and joint innovation in semiconductor technologies.

Goals

The Forum aimed at reviewing the progress of ongoing collaboration initiatives, exploring potential new areas for collaborations and highlighting opportunities for aligning funding mechanisms between the European Union and the Republic of Korea. The event sought to encourage the exchange and discussion of researchers on their expertise and to define concrete steps actions to strengthen the cooperation in order to tackle the challenges met in the two regions.
The topics covered during the forum include Ferroelectric materials and memory, 2D devices, silicon photonics, neuromorphic computing, AI and Power Devices. Beside research on advanced materials, current projects and strategic initiatives were also presented, such as the European Pilot Lines and the Horizon Europe programme, highlighting available resources and collaboration opportunities.

Outcomes

Following the commitments made during the First Forum, both sides agreed that the cooperation is already well underway and has the potential to deliver impactful projects. The event showcased the four projects selected through the Joint Call and provided insights into their current progress and future milestones.
The networking sessions organized during the forum enabled researchers to connect after their presentations and explore ideas for future collaboration. On the political level, the presence of key stakeholders from the EU, the Chips Joint Undertaking, the Korean Ministry and Institutions further strengthened ties and demonstrated a clear commitment to sustaining and deepening the cooperation.

Impact

The forum impacted both regions with articles sharing news about it and the cooperation between the EU and ROK. Korea hosts 2nd Korea-EU semiconductor researchers forum | Communications Today 제2회 한-EU 반도체 연구자 포럼 | 연합뉴스; Physics postdoctoral researcher joins delegation of academics and business representatives selected for International Semiconductor Researchers Forum in the Republic of Korea - Lancaster University.

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- EU-Singapore First Joint Researchers Forum on Semiconductors "Advanced Functionalities, Heterogeneous Integration and Advanced Packaging" Brussels, July 2025

Context

As part of its work to identify strategic partnerships that can address both current and future challenges in the semiconductor sector, ICOS and the European Commission have recognized Singapore as an important stakeholder in this area. Singapore combines world-class research capabilities, robust industrial assets, and a strong commitment to advancing cutting-edge technologies. In 2022, the European Union and Singapore signed a Digital Partnership Agreement, reflecting their joint determination to deepen cooperation and accelerate the digital transition on both sides. This partnership not only strengthens political and economic ties, but also creates new opportunities for collaborative research, joint innovation, and mutually beneficial industrial development in strategic fields such as semiconductors. In this context, a dedicated Forum was organized in Brussels on July 8th and 9th 2025 to explore how both regions can join forces to shape the semiconductor chips of the future. Representing the European Commission, Pierre Chastanet (DG CONNECT) and Katherine Power (DG RTD) outlined Europe's key priorities: consolidating research and development efforts across the continent, fostering innovation ecosystems, and reducing strategic dependencies to ensure technological sovereignty. They emphasized that the semiconductor industry is not only vital for the digital economy, but also a cornerstone for the green transition, industrial competitiveness, and security of supply chains. From Singapore's perspective, Aaron Thean,

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Deputy President and Provost of the National University of Singapore (NUS), and Tan Chee Seng, SD A*STAR, highlighted the central role of electronics as the country's largest manufacturing sector and a key driver of economic growth. Within this sector, semiconductors stand out as a particularly dynamic and strategic industry. Singapore has long invested in infrastructure, talent development, and international collaborations to strengthen its semiconductor ecosystem, and both speakers underlined that global cooperation is indispensable to sustain competitiveness and innovation capacity in the years to come.

Goals

The forum aimed at gathering experts and policy makers from both sides and give them the space to exchange on Advanced Functionalities, Heterogeneous Integration and Advanced Packaging to identify opportunities of collaborations. The forum was designed as a matchmaking event for researchers to analyze the strengths and current advanced research in these areas, offering possibilities of international cooperation between Europe and Singapore.

Outcomes

As an outcome of the forum, several promising areas for cooperation were identified, spanning different levels and domains. Demonstrating the tangible success of the discussions, concrete next steps were agreed upon, including the participation of ICOS members in the upcoming INPACE EU-Indo-Pacific Digital Partnership Conference 2025 organized by the Horizon Europe INPACE project at the National University of Singapore end of October 2025 to further explore research opportunities of cooperation.

Impact

The event, held on an invitation-only basis, was widely showcased on social media and on the ICOS website. A series of posts were published to introduce the sessions, highlight key messages, and provide an overview of the presentations. All presentation materials are currently available on the ICOS website for further reference. ICOS partners actively contributed to the communication efforts, helping to promote the event beforehand and to amplify its success in the aftermath. Areas of future cooperation with Singapore were proposed in the fields of Power electronics, RF/mmW GaN, Heterogenous integration, Sensors & actuators, Advanced photonics, and Energy efficient compute.

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3.4.3 Participation at other Workshops/events

Event	Title and speaker	Public
Annual meeting of SIE (italian association of electronics) September 8, 2024: ICOS Session	"General ICOS presentation" Francis Balestra GINP "Analysis of the EU semiconductor ecosystem" Léo Saint Martin DECISION "ICOS in Italy" Enrico Sangiorgi IUNET	**Audience** of 80 **Type of Audience:** Universities, industrial, researchers in electronics
Annual meeting of SIE (italian association of electronics) Napoli, June 25, 2025: ICOS Session	"Welcome address" Livio Baldi, AEIT "Presentation of the ICOS project" Francis Balestra, "The electronics value-chain in an evolving geopolitics landscape" Léo Saint-Martin, DECISION "Analysis of the EU International Cooperation Opportunities" Paolo Motto Ros, Polito-IUNET	**Audience** of 50+ **Type of Audience:** Professors, students and industrial
Standardization webinar 23 October 2025 Online	Presentation about the deliverable D5.3 "Report on Landscape and gap analysis of standards in semiconductor and chip technologies" with StandIC.eu and get feedback from audience TU Delft	**Audience** of 30 **Type of Audience:** participants from research, industry, policy, and academia
EFECS 2025 December 2025 Malta	AENEAS Booth	**Audience** of 500+ **Type:** ECS Community, related to Chips JU

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3.5 Presentation and participation at Conferences

3.5.1 Presentations

ICOS partners attended conferences and workshops in the field of semiconductors and nanotechnology and use these opportunities to introduce the ICOS project or to present ICOS results or highlights to a receptive audience and engage directly.

Attended events list

Event	Title and speaker	Public
ESSERC Meeting September 2024 Bruges	**Presentation:** Presentation of the Economic Landscape of semiconductors **Speaker**: Léo Saint-Martin	**Audience** of +50 **Type:** Academics, Researchers, RTO, industrials.
MIDAS meeting September 2024 Online	**Invited Presentation** General presentation, public results **Speaker:** Léo Saint-Martin	**Audience** of 30 **Type:** Academics, Researchers, RTO, industrials.
AENEAS Members' Day April 2025 Online	**Presentation:** ICOS as part of strategic activities in focus **Speakers:** Patrick Cogez, Caroline Bedran AENEAS	**Audience** of 30 **Type**: Industry, RTO
EPoSS Annual Forum 2025 June 2025 Neuchatel	**Poster Presentation:** International Cooperation on Semiconductors - A Decision Support Tool and Data-Driven Factsheets on the global Semiconductor Ecosystem **Speaker:** Monika Curto-Fuentes, VDI-VDE	**Audience** of 120 **Type**: European policy, industry and R&D representatives in the fields of semiconductors, smart systems integration and ECS
Workshop Bayern - Japan Connect November 2025 Munich	**Pitch:** Project Profile ICOS **Speaker:** Markus Peters, VDI-VDE	**Audience** of 50 **Type**: Industry, University

3.5.2 Invited talks & Panel sessions

Invited talks or participation in Panels conducted by ICOS partners on the projects results, semiconductor value chain and/or relevant topics (skills shortage, standardisation, EU chips act…) are excellent for the visibility of ICOS, as they provide a direct excerpt of the project and give the possibility to the audience to engage directly with a member of ICOS.

Table of invited talks and panel discussions

Event	Title and speaker	Public
SEMICON Europa 2024 November 2024 Munich	**Title:** The EU Semiconductor Strategy: Adapting to a Changing Geopolitical Landscape **Speaker:** Léo Saint-Martin, DECISION	**Audience** of +100 **Type:** Academics, Researchers, RTO, industrials.

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Chips JU Day 2025 January 2025 Online	**Title:** Semiconductor value chain monitoring ICOS – International Cooperation On Semiconductors **Speaker:** Léo Saint-Martin, DECISION	**Audience** of +60 **Type:** Academics, Researchers, RTO, industrials.
Chips JU Information April 2025 Rome	**Title:** Presentation of the Economic Landscape of semiconductors **Speaker:** Léo Saint-Martin, DECISION	**Audience** of +60 **Type:** Academic and industrial researchers interested in Chips JU calls.
247th ECS Meeting May 2025 Montreal	**Title:** Future Advanced Devices **Speaker:** Francis Balestra, GINP	**Audience** of 50 **Type:** Academic and industrial Researchers
1st EU-Japan Digital Foundations Symposium May 2025 Tokyo	**Title:** International Cooperation on Semiconductors **Speaker:** Ryoichi Ishihara, TU Delft	**Audience** of 50 **Type:** Academics, RTOs, EC
28th Micromachine Summit June 2025 Montreal	**Title:** EU semiconductors landscape and ICOS actions within the presentation of "Romanian Country report" **Speaker:** Carmen Moldovan, IMT	**Audience** of 50 **Type:** Large Industry, SMEs, Academia, RTOs
26th International Conference on Industrial Technology Innovation October 2025 Tapei, Taiwan	**Title:** The European microelectronics funding landscape and the role of industrial associations in its governance and shape **Speaker:** Patrick Cogez, AENEAS	**Audience** of 50+ **Type:** Academic and industrial researchers, Policy Makers. Mostly Taiwanese + some European attendees
SEMICON Europa 2025 November 2025 Munich	**Title:** Horizon Europe ICOS: International Cooperation on Semiconductors for European Economic Resilience **Speaker:** Francis Balestra, GINP	**Audience** of 50+ **Type:** Academic and industrial researchers, Policy Makers
EFECS 2025 December 2025 Malta	**Title:** Analysis of the international economic landscape to identify cooperation opportunities **Speaker:** Léo Saint-Martin, DECISION	**Audience** of 500+ **Type:** ECS Community, related to Chips JU
Specialist course at Ghent University December 2025 Ghent	**Title:** The Silicon Photonics Ecosystem **Speaker:** Wim Bogaerts, UGent	**Audience** of 10 **Type:** Industrial
Launch of CHIPS IT December 2025 Pavia, Italy	**Title:** Europe in the Global Semiconductor Landscape **Speaker:** Léo Saint-Martin, DECISION	**Audience** of 200+ **Type:** Italian an EU SC Community
ECS 2026 Brokerage event February 2026 Brussels	**Title:** Analysis of the International Economic Landscape to Identify Cooperation Opportunities **Speaker:** Léo Saint-Martin, DECISION	**Audience** of 60+ **Type**: ECS Community

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3.6 Interactions with other initiatives

Cooperation with INPACE

The collaboration with INPACE has helped strengthening the international dimension of our activities and reinforcing partnerships within the global semiconductor ecosystem.

A first major example of this cooperation was the Joint Event held on September 9, 2024, in Bruges. Organized in the framework of the SINANO/ICOS/INPACE workshop, the event emphasized that international cooperation is essential to accelerate technological innovation and enhance the resilience of semiconductor value chains. The workshop showcased emerging technologies in advanced computation, advanced functionalities, and breakthrough innovations, while addressing their expected impact on global collaboration. The event was supported by the European SiNANO Institute, representing Europe within the IEEE IRDS Roadmap, and by the Horizon Europe projects ICOS (International Cooperation on Semiconductors) and INPACE (EU–Indo-Pacific Digital Partnerships).

This collaboration was further strengthened during the Joint Event on May 12–13, 2025, in Warsaw, co-organized by ICOS and INPACE and dedicated to EU international cooperation on semiconductors. The event gathered high-level international speakers and panelists from Japan, Singapore, Taiwan, India, and South Korea. Leading non-EU experts provided in-depth analyses of the strengths and weaknesses of seven key countries (Japan, South Korea, USA, Singapore, Taiwan, India, and China) across the semiconductor value chain. The discussions resulted in concrete recommendations to foster more effective and balanced international research cooperation.

In addition, INPACE contributed to the EFECS Workshop and the Final Event, significantly supporting outreach efforts and helping to mobilize and engage the broader INPACE community. This reinforced visibility, widened stakeholder participation, and strengthened synergies between European and Indo-Pacific partners.

Cooperation with AllPROS.eu and StandICT

Strong interactions have been developed at the suggestion of the European Commission for the preparation of a common report on Landscape and gap analysis of standards in semiconductor and chip technologies https://zenodo.org/records/17084585.

We have strengthened our cooperation with ALLPRO & StandICt with the invitation of ALLPROS at our ICOS Workshop in Warsaw for a presentation, on ***"ICT Standardisation Evolutions & Impact in the EU Landscape ".***

It touched upon some impactful results and recommendations around how Europe could strengthen its role in ensuring standards are aligned to market needs. Efforts that were doing

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within the semiconductor industry space and how technical working group work between ICOS, StandICt.eu & ALLPROS.eu .

A specific webinar with all actors was held on October 2025 to present the outcomes of this report with the participation of two ICOS colleagues from TU Delft.

3.7 Representation at International meetings/conferences

- EFECS 2024

ICOS was represented at EFECS 2024, held in Ghent, Belgium on 5-6th December, through both a dedicated booth and a Keynote Talk delivered during the Plenary session. Francis Balestra, ICOS Coordinator, presented the main objectives and key achievements of the first half of the Horizon Europe project, highlighting priority countries and thematic areas for international cooperation, as well as an in-depth analysis of the economic landscape and industrial ecosystems in the EU and other leading semiconductor regions. The presentation addressed projected market growth over the next decade, emerging market opportunities, major European dependencies on the US and Asia, and the identification of the most promising technologies in advanced computing and advanced functionalities. It also covered key technological challenges, potential solutions for emerging technologies, and an assessment of Europe's strengths and gaps in comparison with global leaders, outlining the main impacts of ICOS to date. In parallel, the ICOS booth provided a valuable platform for direct engagement with stakeholders, enabling the consortium to answer questions, disseminate results, and increase awareness of the project's ongoing work.

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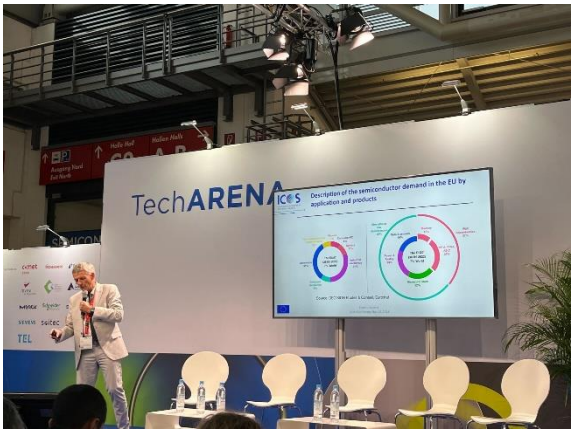
- SEMICON 2024

ICOS was represented at SEMICON Europa 2024 in Munich, Germany, on 12 November 2024 through a keynote presentation by Francis Balestra, ICOS Coordinator, during the EU Digital Forum session. In his talk titled "Horizon Europe ICOS: EU and Non-EU Strengths, Weaknesses, Dependencies, Opportunities for International Collaboration", he outlined the project's strategic focus on assessing technological strengths and gaps, dependencies in the semiconductor value chain, and opportunities for international cooperation with key non-EU partners. The presentation highlighted the need for balanced, structured collaboration frameworks that can support innovation, reduce research duplication, and strengthen global value chain integration, reflecting core objectives of the ICOS project within the broader context of European semiconductor strategy. By participating at one of Europe's premier industry events, ICOS reinforced its role as a key contributor to discussions on international collaboration and semiconductor competitiveness, while engaging with a broad audience of industry professionals, researchers, and policymakers.



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- SEMICON 2025

At SEMICON Europa 2025, held in Munich in November 2025, ICOS was represented through an invited presentation by Francis Balestra, ICOS Coordinator, during the session "Building Europe's Chips Talent: Skills for Sovereignty." He showcased the project's key results to date, emphasising the importance of international cooperation for strengthening Europe's semiconductor ecosystem and economic resilience. His presentation highlighted the comparative strengths and weaknesses of semiconductor value chains in the EU and leading global regions, strategic dependencies, market growth projections, and opportunities for developing partnerships. Priority research topics for international cooperation were also presented, with a focus on emerging technologies and critical needs in advanced computing and advanced functionalities.

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Conclusion

The communication and dissemination strategy of the ICOS project has continuously evolved in line with the project's progress and the results generated. During the final reporting period, particular emphasis was placed on the targeted dissemination of key findings and strategic recommendations identified. This phase focused on ensuring that ICOS outcomes were clearly communicated, policy-relevant, and aligned with the expectations of the European Commission, especially in a rapidly changing geopolitical context that directly affects the global semiconductor landscape.

A central challenge was to effectively reach the appropriate stakeholders and tailor messages to policymakers, industry leaders, researchers, and international partners. The organisation of dedicated workshops and participation in major forums proved to be particularly impactful. Beyond matchmaking activities, these events enabled ICOS to provide substantial analytical content, foster informed discussions, and diversify perspectives regarding the project's recommendations and priority research domains. They also strengthened engagement with both European and non-European actors, contributing to a comprehensive understanding of international cooperation opportunities.

Through a diversified set of communication tools, including LinkedIn, X, Newsletters, Press Releases, and targeted mailings, ICOS successfully ensured continuous visibility of its, results, strategic recommendations and reports. Over time, the project built and maintained a growing audience of stakeholders closely following developments in International Cooperation on Semiconductors. This sustained outreach effort has reinforced ICOS position as an important tool to lean toward European Semiconductor Economic Resilience through International Cooperation.

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